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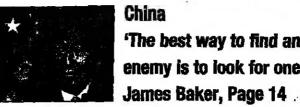
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China 'The best way to find an enemy is to look for one'

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WORLD NEWS

WTO meeting hosts accused of 'selling government access'

International companies have been invited to help pay for the World Trade Organisation's min-isterial meeting in Seattle, prompting claims that the city's host committee is selling acces to government officials. Page 16

US concern over euro-zone policies Edwin Truman, a senior US Trea-sury official, attacked the 11country euro-zone for its overreliance on export-led growth which "imposes economic burdens on others". Europe, Page 3

Lockerble bomb suspects charged The two Libyans suspected of causing the 1988 PanAm air crash at Lockerbie in Scotland were charged with murder, conspiracy to murder, and breache of UK aviation law when they appeared before a Scottish sheriff in the Netherlands. International, Page 7

East Timor groups and causetire East Timor's chances of moving peacefully towards independence were eroded as pro-independence and pro-indonesi groups issued calls to arms. Asia-Pacific, Page 6

Chile to make Pinuchet trial case The Chilean government is set to argue that loopholes in its amnesty law mean a trial in Chile for General Augusto Pinochet could include the period when his dictatorship was at its most brutal. Latin America, Page 4

Russian merket clampdown urged Russia's top stock market regulator called for tough criminal sanctions to help clamp down or abuses against investors. Europe, Page 3

Gore seeks Silicon Valley vote US vice-president Al Gore, who last month claimed to have "created" the internet, brought his campaign for the 2000 Democratic party presidential nomina-US, Page 4

China plans national cable netw China plans to establish a country-wide cable network with the potential to provide both television and telecommunications

services. Asia-Pacific, Page 6 BJP stands by defence minister India's Bharatiya Janata party-led ruling coalition attacked its critics as a crucial ally withdrew two ministers in a war of nerves over the regime's refusal to dismiss its controversial defence minister.

Asia-Pacific, Page 6 Call for high Algerian poli turnout Mouloud Hamrouche, contender in Algeria's presidential election, stepped up pressure for a free election by calling for a big turnout International, Page 7

Philippines inflation talks Much lower than expected infla-tion data for the Philippines for February have signalled further fighted the continuing slowdown of the country's economy. Asia-Pacific, Page 6

President Yoweri Museveni of Uganda has reshuffled his cabinet in what is being seen as an attempt to fend off accusations of mismanagement in the govemment. International, Page 7

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BUSINESS NEWS

Reed Elsevier directors quit in row over new CEO

for a chief executive officer erupted in scrimony after two directors of the Anglo-Dutch publisher resigned and discussions with the leading candidate for the job ended. Companies and Markets, Page 17; Lex, Page 16

The European junk bond market, which effectively closed down after the Russian debt default last August, has sprung back to life with a number of UK and continental companies launching high-yield bonds. Companies and Markets, Page 17

Japan's economy risks facing its first real bout of consumer price deflation this year because the prospects for economic recovery remain weak, Yutaka Yamaguchi the Bank of Japan's deputy gov-emor, warned. Page 16

Gillette, the US consumer products group known for its razors, suffered a sharp fall in its share price in early New York trading after a warning that first-quarter earnings would fall short Markets, Page 17

ann, the German industrial conglomerate, is to broaden its attack on Germany's telecommunications market by operating the o.tel.o fixed-line business it acquired for DM2.25bn late last week as a separately branded operation. European companies, Page 20

Olivetti set a floor of 35 per cent on the minimum stake it would accept in Telecom Italia and said it would withdraw its 650.4bn (\$65.2bn) hostlie bid if Ti shareholders approved the conversion of non-voting savings shares into common voting stock. European companies, Page 20

News Corp shares surged 12 per cent in Sydney after it announced that Liberty Media of the US, controlled by AT&T, would acquire about 8 per cent of Rupert Murdoch's globa media group. International companies, Page 22; Lex, Page 18

A Paris court is to hear a complaint in the takeover battle between France's three largest listed banks - Banque Nationale de Paris, Paribas and Société Générale - on June 1, delaying the possibility of a quick outcome. European companies,

Dutch National investment Bank shares remained above an offer price of €29.95 as ABP and PGGM, the country's two biggest pension funds, opened a FI4.1bn oint bid for the state-controlled industrial finance vehicle. European companies, Page 20

Credit Suisse officials are trying to negotiate with Japan's Financial Supervisory Agency over the reg-ulator's inspection of the bank's operations in Tokyo, Companies and Markets, Page 17

Uganden cabinet restruffled **Euro Prices** A comprehensive statistical guide to the eum currency zone, covering foreign exchange, bond and equity markets.

WORLD MARKETS

(54%) (110,298) (2,971%)

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New York: lunch

Nato dismisses Serb ceasefire

Alliance vows to continue bombing until Yugoslav forces pull out of Kosovo and let refugees return

By Our International Staff

Nato allies last night dismissed a unilateral ceasefire by Yugoslavia as inadequate, and vowed to continue bombing until Belgrade pulled its troops out of Kosovo to let refugees return under Nato escort.

But the Yugoslav ceasefire was coupled with an announcement of immediate talks with Ibrahim Rugova, the moderate ethnic Albanian leader, on political utonomy for Kosovo.

With the peace overture given more weight by Mr Rugova's apparent involvement, the council of the 19 Nato allies was meeting last night in Brussels to discuss Belgrade's latest move, which earlier had been brusquely dismissed by Washington, London and Paris.

However, sources close to the

Unheralded

peace talks

on political

the Balkans

One surprise element in

Belgrade's declaration of an Easter ceasefire in the conflict

with the ethnic Albanian Kosovo

Liberation Army (KLA) was the

indication that the Serbs had

been conducting serious negotia-tions with Ibrahim Rugova, the

moderate elected leader of the

Kosovo Albanian majority, in an

effort to find the besis for a last-

ing political settlement to the

The government said both

Mr Rugova is living with his

family under what amounts to house arrest in Pristina, the capi-

tal of Kosovo, but was shown by

state media meeting Mr Milosevic

been misquoted by the media and

had not simply called for an end

agreement that would enable ref-

ugees to return to their home

rking hard for at

conflict in the Balkans.

in Belgrade last week.

future of

By Guy Diamore in Belgrade

Yugoslav government said President Slobodan Milosevic was worried about the mounting costs of Natos air campaign against his forces and by substantial damage to the country's infrastructure. The announcement on Serbian television said that "on the occasion of the greatest Christian holiday, Raster" (which in orthodox Serbia is celebrated next Sunday) army and police would cease operations against "the terrorist Kosovo Liberation Army" at 8pm

local time last night. The statement referred to recent meetings between Mr Rugova and Mr Milosevic and Yugoslav ministers, at which it claimed both sides had agreed to work towards a peace agreement and the return of refugees. Last night's statement

reinforced the impression that Belgrads may have co-opted the moderate ethnic Albanian leader into its strategy of ridding Kosovo of the KLA, which in turn has suggested Mr Rugova may be committing treason against his

The statement also said that the Yugoslav federal and Serb republic governments, "together with those ethnic Albanians represented by Mr Rugova", would prepare a programme of refuges return with the aid of United Nations and Red Cross agencies.

But earlier in the day, Mrs Sadako Ogata, head of the United Nations High Commission for Refugees, attacked Yugoslavia for its practice of ethnic cleans-ing which she said was aimed at "destroying the collective identity" of "an entire civilian population'

The White House said: "A mere cessefire is clearly not sufficient.

We are going to continue to hit lery unit in the town of Aleksi-[Mr Milosevic] methodically and aggressively until he agrees to the conditions." These conditions call for a total pullout of Serb forces from Kosovo, and the return of all refugees protected by an international security

Chancellor Gerhard Schröder of Germany, President Jacques Chirac of France and Tony Blair, the UK prime minister, also said the Yugoslav ceasefire was a necessary, but not sufficient condi-tion for Nato to call off its air

offensive, now in its 14th day. Meanwhile, Nato military offcials said that on Monday the alliance had carried out its most intensive night of strikes, in four waves. But seven people were reported to have been killed and many more wounded when bombs, meant to strike an artil-

nac, hit a residential suburb. Nato said that a technical failure or possibly anti-aircraft fire could have caused the weapons

to miss their target. The Russian leadership described the Yugoslav ceasefire as promising, and later today a senior Russian official is to meet his western counterparts in Brussels in the six-nation Contact Group to discuss Kosovo. This would be the first such meeting since Moscow angrily broke off contact with Nato in response to the start of allied bombing.

Reporting by David Buchan in London, Guy Dinmore in Bel-grade, Neil Buckley in Brussels and Stefan Wagstyl in Tirana

Road to hell, Page 14 Editorial Comment, Page 15



An injured Serb outside the wreckings of his house after a missile fell short of its target during a Nato stratifies on the town of Aleks

Mr Rugova, the side said, had that the KLA had eroded Mr cesselire in Kosovo because we called on Mr Milosevic to with Rugova's authority since launch believe that the terrorists who

The KLA and western govern- Mr Rugova had also spoken by ments have suggested that Mr telephone to Javier Solana, Nato secretary-general, but the aide Rugova was acting under duress. gave no details of their conversa-But an aide to Mr Rugova, contacted by telephone, said he had

Covernment sources said Mr Milosevic was attempting to split the ethnic Albanians, knowing

Rugova's authority since launch-ing its militant pro-independence draw all his forces from Kosovo npaign a year ago.

Milan Bozic, the Yugoslav minister without portfolio and dep-uty mayor of Belgrade, said Serbia's unilateral ceasefire offer from Belgrade. ant the separatist ethnic Albanian guerrillas in Kosovo had

"We're offering a unilateral but would present it as "a giori- down.

believe that the terrorists who the historic loss of Kosovo in 1389 used the Nato bombings to put to the Ottoman Turks. "It is a pressure on our country are now question of timing and after what virtually destroyed." Mr Boxic cost," he said.

ous defeat" to be compared with

told Antena 1, a private Roma-nian television station, by phone fire, Mr Milosevic was also in One Belgrade analyst said be South African president, in an expected Mr Milosevic would effort to arrange a mediation bid, eventually have to cade Kosovo but Mr Mandela turned him

Warrant issued for arrest of Berezovsky

By John Thornhill and Andrew Jack in Moscow

The Russian prosecutor's office yesterday issued an arrest warrant for Boris Berezovsky, the controversial business tycoon and Kremlin power broker, who helped finance President Boris Yeltsin's re-election campaign.

The warrant was seen as an escalation in the power struggle between Mr Yeltsin and Yevgeny Primakov, the prime minister. Mr Primakov has long been an enemy of Mr Berezovsky, making him the prime target of the government's crack-down on "economic criminals".

Alexander Lebed, governor of the Siberian region of Krasnoyarsk who is campaigning to succeed Mr Yeltsin, said the dispute signified the "death throes" of the current powers. "Everyone has become tangled up and they are beginning to drown each other," he said.

The prosecutor's office, which has been investigating Mr Bere-zovsky's business interests for several months, accused him of syphoning money out of Aeroflot, Russia's biggest international air-

their allegations. "They do not have any chance of success," he

The leader of a group of self-styled "oligarchs", Mr Berezovsky has accused the security services of conducting an illegal campaign to damage his reputa-

Mr Berezovsky, who was depicted in the press as a lat-ter-day Rasputin at the court of Tsar Boris, lost his immunity from prosecution last week when he was fired as secretary of the Commonwealth of Independent

While Mr Berezovsky is in France he appears safe from attempts to return him to Russia to face criminal charges. There is no extradition treaty between France and Russia.

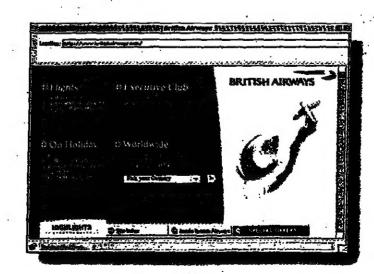
in a further twist in Moscow's political drama, Yuri Skuratov the country's top law official, announced he would today sub mit his resignation to parliament for a second time.

The Federation Council, the upper house of parliament, had earlier rejected the his resignation, prompting Mr Yeltsin to dismiss him last week by presidential decree

But, speaking from Paris, Mr Mr Skuratov claims to have Berezovsky attacked the coununearthed explosive information try's "shameless and dull-witted" incriminating some members of law officers, vigorously denying Mr Yeltsin's closest entourage.

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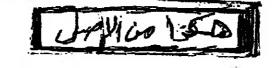
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AIR WAR IN EUROPE WESTERN ALLIANCE BLAMES 'TECHNICAL ERROR' FOR SERB CASUALTIES TENSIONS GROW OVER PODGORICA'S ATTEMPT TO STEER A NEUTRAL COURSE IN THE CONFLICT

Homes hit as bombs miss targets

Bodies crushed under piles of rubble, flattened cars, apartment blocks riddled with holes, and a ruined ice cream factory... Serbia's southern town of Aleksinac bears the fresh scars of at least three "precision" bombs dropped by Nato air-craft that missed their tar-

Drakceta Milovanovica Street in the centre of town were demolished when the bombs fell on Monday evening. Residents said seven people were killed, including one child. When foreign reporters got there yesterday morning, three corpses were still under the ruins.

A few hundred metres away, four houses in Vuk Karadzic Street resembled a demolition site. Dragan Miladinovic, 67, his wife Dragica and their 40-year-old daughter Snezana were dead, entombed together. Children's toys and school books poked out of the rubble. Further on and another misguided bomb had hit an industrial complex that included an ice cream factory and an animal feed plant. One night watchman

Scores of surrounding buildings, including a 24hour first aid centre, had windows, walls and doors blown out by the blasts. Glass covered the streets. Police and residents said over 30 civilians had been

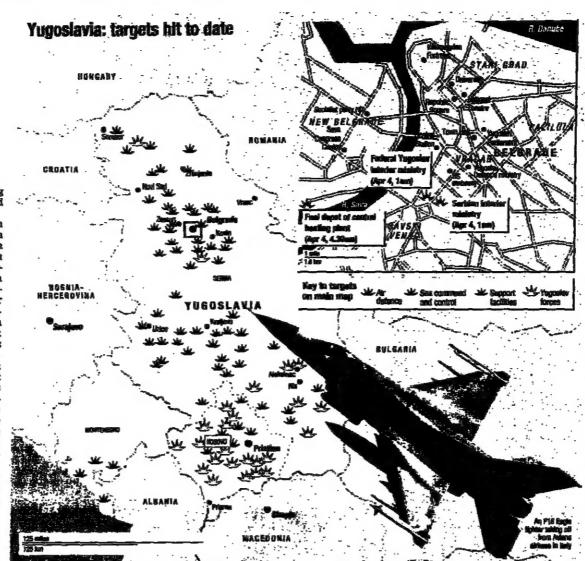
Drakceta Milovanovica Street, what may have been Nato's intended target, a complex of old army har-racks that had long been evacuated had also been partially destroyed. Another bomb had carved out a cra-ter next to Serbia's main north-south highway that runs past Aleksinac but its four lanes were undamaged. Nato put the deaths down

to a "technical error" but western military analysts said heavy civilian casualties were inevitable as the ern alliance stepped up its bombing campaign to force Slobodan Milosevic, Yugoslav president, to accept a peace deal for Kosova province. Previous raids on city centres, such as two interior ministry buildings in Belgrade, had hit their

targets with precision. Air Commodore David Wilby of Nato military command insisted target planning was "meticulous". He added that "any unintended ge to civilian property or loss of life is very much

One western military attaché said: "There is no such thing as a surgical strike. "It's a journalistic myth."

Error or myth, the residents of Aleksinac, a poor industrial town far removed from the conflict in Kosovo some 100km away, reacted ith horror and outrage.
"Nato is waging a cowBill Clinton, US president, to with horror and outrage.



dier, waving his knife at the "Let them come and fight on the ground." Vladimir Ieromin, caked in

dust from scrambling through rubble, rolled up his trouser leg to show the wound inflicted when Nazi Germany's Luftwaffe bombed Yugoslavia in the second world war. Many Serbs, joined by the state

"I was a 16-year-old when I joined the partisans in the fight against the Germans," exclaimed Petronje Milovanovic as he wobbled past on his elderly hicycle, "Clinton and [US secretary of state Madeleine] Albright are whores. They can't scure us. I'm ready to fight again. Send my regards to Clinton," he shouted as

er-in-law. "This is a war crime," he said in bitterness. Why is Nato killing innobridge over the Day cycled on. Vlada Stojilkovic had two

Nato on Monday night also badly damaged a third in the northern city of Novi

Street and was a neighbour

to the dead family of three.

He survived by chance, leav-

bombs fell to visit his moth-

flame. The road and rail bridge was the last remaining link between the two parts of Novi Sad but can be crossed still by pedestrians edging their way past bomb craters.

television transmitters. blanking screens across the Yugoslav republic and depriving the government of

OSCE drive as refugee numbers grow

By Stefan Wagstyl in Tirana

The Organisation for to the OSCE. Security and Co-operation in Europe is launching a mission to Moscow in the search for an end to the war in Kosovo. Knut Volleback, the OSCE's chairman, said yes-

terday. Mr Volleback, the Norwegian foreign minister, plans to meet Vladimir Ivanov, his Russian counterpart, after visiting Albania, Macedonia and Romania. In Bucharest, he will meet Andrei Gabriel Plesu, the Romanian foreign minister, who chairs a southern European grouping, one of the few international bodies of which Yugoslavia is still a member.

"It is important that Russia should continue to be involved and we will see if there is any way that they can assist in finding a solution," said Mr Volleback in Tirana yesterday. He warned that Slobodan Milosevic, the Serb president, was siming not just to purge Kosovo of ethnic Albanians but also "at destabilising the whole

Mr Vollebaek also condemned Serb attacks on Kosovar Albanians in the we have to talk about genocide. We have to talk about ethnic cleansing. We have to talk about barbaric acts

Meanwhile, the flow of refugees into porthern Albania continue unabated yesterday with an estimated 16,000 people crossing the border, down from Monday's revised 32,000 due to the Serbs clos-

Despite the difficult mounsay they are now supplying virtually all the refugees with food and water and urgent medical help. However, the outflow of refugees from the region to elsewhere in Albania falls short of the border inflow - adding to the risk of disease in the crowded frontier town of

Albania is redoubling efforts to secure interna-tional financial aid. While around 90 per cent of the cost of humanitarian aid is met by international agencies supplying food, emergency shelter, medicine and transport, the Albanian government will shoulder other burdens, such as providing education and long-term health care.

Gramoz Pashko, the prime minister's economic adviser. yesterday estimated that months could cost the government \$150m-\$200m. The EU has indicated it would give cash aid, though a decision has yet to be taken. The World Bank, which is sending a mission today to Tirana, expects to make a \$15m-\$25m loan, with more support coming from other international donors.

The country is in the middie of \$60m three-year Intergramme, which could be adjusted, even though IMF support is normally limited

Montenegro walks line between Milosevic and Nato

Matei Vipotnik reports on the tensions caused by Diukanovic's

Debeli Brijeg border post, anti-tank barriers and a makeshift roadside bunker manned by men in combat fatigues control the flow of traffic heading towards the border between Montenegro and Croatia.

The machine gun, how-ever, does not face west, toward Croatia, but east, towards Montenegro. Debeli Brijeg is the only border post in Montenegro under the control of Montenegro's prowestern government, and the bunker is almost certainly there to protect the porder post from the Yugo-

The bunker is a tell tale sign of the tensions between the government of Milo Diukanovic, Montenegro's president, and the Yugoslav federal government and army, which are controlled by Slobodan Milosevic, Yugo-

bout a mile from the and Britain last week indicated that the Yugoslav army was planning to mount a coup against the Montenegrin government, and Mr Milosevic recently replaced the head of the Yugoslav army in Montenegro with a reportedly loyal general.

> Montenegro has condemned the airstrikes, it has also tried to foll attempts by the tiny republic.

"I didn't like his politics before, but I like them now," said Igor Rajovic, a young sman, about Mr Milosevic. He was speaking shortly before seeing off a friend who had volunteered

draft-age Montenegrins than Mr Djukanovic's reasoned

Slovia's president. Intellifor the Yugoslav army director of the independent. On two separate occasions radio station Antena M in in recent days, the Yugoslav

"He [Milosevic] defends the nation, of course we'll be with him," added Miodrag

Boskovic, the volunteer. Mr Boskovic, who is 20, had only recently finished serving his mandatory military service in Pristina, Kosovo. At a mass rally and con-While the government of cert in Podgorica, Montenegro's capital, on Sunday night, up to 30,000 people echoed this line as they Vugoslay (ederal army to gathered to condemn Nato's mobilise reservists in the air campaign against Yugo-

Neverthless, the siren of signal to Mr Djukanovic that Yugoslav nationalism is his policy of neutrality in proving stronger to some the face of western bombs. and his continued criticism of Mr Milosevic, are increasarguments about neutrality. Ingly unpopular in his republic as the population rallies in patriotic support of Yugoslav institutions and army.
"We are prisoners - a bit

of Milosevic and a bit of Nato," said Zoran Ljumovic,

Podgorica. He was referring army was reported to have negrins who are fed up with to the surge in Yugoslav placed its artillery on a hill Mr Milosevic and are eager

The protests have perhaps defused the immediate threat of a coup, as popular support for Mr Djukanovic has apparently begun to wane. "You cannot mount a coup without a reason," said

Mr Liumovic. Though the situation in Podgorica is outwardly calm. insistent rumors of a possible coup, and the pres heavily armed police loyal to Mr Djukanovic guarding key government buildings, betray the tension among government officials.

The Yugoslav federal army, which has perhaps 12,000 men in Montenegro, has not been conspicuously visible in Podgorica. But federal army reservists in combut fatigues are a frequent sight and volunteers were seen over the weekend boarding buses for federal army bases in Montenegro's

territory. On two separate occasions on the support of their police

pointing at the city below. The guns were moved after the intervention of Mr Dju-

kanovic's police. Were the federal army indeed to attempt a coup against the Montenegrin government, the outcome could be a bloody civil war. local politicians have warned. Montenegro is a republic by dynamiting a combustible mixture of Montenegrins, Serbs, Croats,

Moslems and Albanians. While many of the supporters of the opposition Socialist People's party, which toes Mr Milosevic's line, say their Serb identity makes loyalty to Serbia an imperative under Nato bombardment, other Montenegrins are trying to assert a national identity that harks back through the centuries of the independent kingdom

In the event of a coup ttempt, Mr Djukanovic and his government could count

af Montepegro.

independent Montenegro Both Nato and the UK gov-

ernment have issued stark warnings that Mr Milosevic would pay a hefty price if he moved against Montenegro. Nato has already moved to foil any Yugoslav army attempts to send reinforcements into the mountainous section of rail track connecting Serbia with Mon-

Mr Djukanovic bas until now maintained that Montenegro only seeks independence and equal status with Serbia in the Yugoslav conto be mounted, he is likely to move towards independence.

local analysts say. Does the government expect Nato help in the case of a coup? "Officially no. unofficially yes," said one member of parliament from the ruling coalition, pointing to the strong support the US has lent Mr Diukanovic over

NEWS DIGEST

TURKEY PROVIDES SHELTER

Airlift takes thousand out of Macedonia

More than a thousand Kosovo Albanians were yesterday settled into prefabricated housing in western Turkey, among the first refugees from Serbian "ethnic cleansing" to be airlifted out of Macadonia.

Turkey, which has pledged to shelter a total of 20,000 refugees from Kosovo on its territory, feels historic and emotional ties with Kosovars, many of whom are moslems whose ancestors were once part of the Ottoman empire. Bulent Ecevit, Turkey's prime minister, said yesterday that 5,500 refugees were now in Turkey, many of which, according to the United Nations High Commission for Refugees, have relatives in Turkey or fled there by their own means before this week's airlift. He said that Turkey would provide a total of 50,000 refugees with food and shelter either by taking them in or by sending food and tents to Macedonia and Albania.

Refugees arriving yesterday at Turkey's main refuge site near the town of Kirklareli told Reuters they were relieved to be out of Macedonia, a temporary staging post for many refugees. Mr Ecevit, who is busy campaigning for April 18 general and local elections, plans today to visit the area which is near Turkey's border with Bulgaria and where Ankara plans to house most of the 20,000 refugees. Leyla Boutton, Ankara

FRANCE SOFTENS STANCE

Jospin offers temporary refuge

Lionel Jospin, the French prime minister, yesterday softened his government's stance on accepting Kosovar refugees, saying France was "available to receive temporarily on its soil a certain number". But he told the National Assembly that any arrivals should be on a voluntary basis and should be undertaken without splitting up families. "Do not let us add a forced transfer to a deportation." Mr Jospin also announced a tripling of French aid to FFr225m (634.3m, \$36.8m), saying the money should allow the establishment of decent welcoming and living areas for

refugees in Macedonia and northern Albania. Mr Jospin said he was convinced the UN would have to play a role in the quest for a political and diplomatic solution to the Kosovo conflict. The UN would have to co-ordinate support operations for refugees and ensure their return once peace was restored. David Owen, Paris

(1

UK RESPONSÉ

Search for accommodation

Local authorities in the UK have been told by the govern-

ment to identify large public buildings and empty flats for a possible influx of refugees from Kosovo. Tony Blair, prime minister, has warned against the "pre-

mature" evacuation of refugees from the Kosovo borders, arguing that it would assist the process of ethnic cleans-But it emerged yesterday that the Home Office has been

drawing up contingency plans, and has urged town halfs to identify short-term and long-term accommodation for Kosovars. The Local Government Association has been asked to provide "immediate help" in identifying large buildings - such as former schools - which might be used as residential centres.

The Home Office believes it would be best to locate new arrivals in areas which have already received some of the estimated 10,000 Kosovar refugees already in the UK. William Hague, leader of the opposition Conservative party, urged the government to clarify its position on receiving refugees and to estimate how many the UK might "reasonably be expected to receive".

'Present' to Russian nationalists Germany to take

By John Thornhill in Moscow

Yegor Gaidar, Russia's first post-Soviet prime minister, warned yesterday that Nato's bombing of Yugoslavia had come as a "present" for Russia's extreme nationalists and could have alarming political conse-

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quences in Moscow.
"If the conflict is prothat in a short period of time you will have a strongly anti-western, cold war-oriented regime in Moscow," he said. "There is nothing more important for Russia and Russian democracy than to bring hostilities to a stop."

Mr Gaidar, who led an unofficial peace mission to Belgrade last month, said the west had seriously miscalculated the repercussions of its air strikes on Yugoslavia. Nato's bombing had only strengthened President Siobodan Milosevic's regime and undermined the political opposition in Belgrade. It had also inflamed nationalist passions in Moscow, which could bolster support for the Communist party in the run-up to parliamentary

elections in December. The former Russian prime minister, who was strongly identified with liberal, western policies during his time in office, condemned Nato for attacking a sovereign state without proper authorisation from the United Nations. He said the attacks had produced a strong "social and psychological" reaction in Moscow, confirming Russians' worst fears about Nato's eastward

post-Communist generation

was voicing fiercely anti-western views on Yugoslav-ful solution to the crisis. related internet sites.

its actions," he said in an sentatives of the Kosovo Libinterview with the Financial Mr Galdar said he hoped nised and given a chance to 700 initial arrivals is expechostilities could cease over share power, then it is ted today in Bavaria as part the forthcoming Orthodox extremely difficult to see of a complex burden-sharing Easter holiday, enabling how this conflict can be both sides to step back from the brink of a full-scale war.

Irina Kobrinskaya, direc-

situation where they cannot losing face," he said. "We [Yugoslav President Slobostances you have to try to re-establish some kind of dia-

logue with him." Although the Russian government has flercely conhas repeatedly made clear it tary confrontation.

Speaking about Nato's bombing campaign yesterday, Boris Yeltsin, Russian president, said it was impossible "not to express indignation at this barbarism". But expansion. Even the young, he suggested Russia would soon pursue fresh diplomatic tragile economy.

Mr Gaidar, who spent part "What is happening in of his childhood in Belgrade By Hely Shomian in Berlin Yugoslavia strongly influ- and speaks Serbo-Croat, said ences developments in Rus- a peace deal could be based sia. I think the west seri- on the possible division of ously underestimates the Kosovo. But he said future long-term consequences of talks should include repreeration Army. "Unless the armed Albanians are recog-

"Both sides are trapped in a tor of the Moscow office of the East West Institute, an make one move in the direc- independent political think tion of compromise without tank, said Nato's attacks would undoubtedly encourhave no illusions about age the drift towards to land in Munich or Nuremtougher, more patriotic polidan] Milosevic or his regime. cies in Moscow. This will But even in these circum-not lead to a change of government but it will lead to a long-term change in the ideology of Russian foreign policy," she said.

But she noted that Rusdemned Nato's actions, it sian television channels were now providing far more will not be drawn into a mili- balanced coverage of the Rosovo situation, suggesting the country's media bosses were trying to prevent nationalist passions from running out of control. Mr Gaidar said continuing hostilities in Yugoslavia also

posed a threat to Russia's

10,000 refugees

The German government yesterday said it would take 10.000 refugees from Konovo

international resettlement The first of an estimated arrangement between Germany's 16 states. Further refugees will be rehoused in

which is taking 2,200, the biggest share - and other status The first flight, expected burg, will comprise old people, children in need of help or those requiring medical attention.

"It's our duty to help these people who've experienced so much suffering and miaery," said Manfred Püchel. interior minister of Suxony-

The refugees will be air strikes. housed in accommodation already used for the large coalition partner in Mr flows of anylum seekers drawn to Germany. After a already been forced to call a transitional period, the refugoes will be rehoused locally. The refugees are expected to be given a restricted three-

Bonn said it was also stepping up humanitarian aid

with about 15 deily flights of food and medical supplies to as its contribution to the Albania and Macedonia. Rudolf Scharping, defence minister, said Germany had flown 500 tonnes of food. medicine, sleeping bags and tents to the two countries in the past week. A special conference of the governing Social Demo-

North Rhine Westphalia - cratic party next week, called to confirm Garbard Schröder, chancellor, as party chairman and heal differences after last month's surprise resignation of Oskar Lafontaine, risks being overshadowed by the Kosovo crisis.

The SPD said yesterday ample time would be devoted to discussing Kosovo. Many left-wingers, who oppose military intervention, have sharply criticised Germany's participation in Nato

The Greens, the junior Schrödet's government, have special conference to discuss the issue next month. The party, which has strong pacifist roots, has found itself month residency permit bitterly divided over Kosovo.



yesterday attacked the 11-country euro-zone for its over-reliance on export-led growth which "imposes economic burdens on others". Edwin Truman, assistant

secretary for international affairs at the Treasury, also least in the sense that we criticised European eco- are used to being criticised nomic policies for aggravating problems.

"It is disconcerting that policy decisions on the rest many of Europe's most per- of the world".

sistent and troubling probAlthough he stated that trade deficit surge by nearly the UK, Denmark, Portugal problems is solutions."

lems are, to borrow a term the US government had no \$1000n between 1996 and and the Netherlands for folCountries which sistent and troubling probfrom medicine, - iatrogenic - physician induced," he

Speaking to the World Affairs Council, Mr Truman said the US was used to the consequences of its own large size and economic and financial responsibilities, "at a flexible mix of monetary for not being sufficiently a buoyant economy which

official viewpoint on European monetary union, he

used the strongest language heard from the US administration and said others have "quite reasonably" questioned whether the project had gone far enough to allow and fiscal policy. The US, although enjoying

sensitive to the effects of our remains resilient despite the global financial crisis, has seen its current account

Mr Truman said that over the same period the eurozone had added \$5bn to its external surplus. "In this context, recent expressions of concern in Europe about a prospective slowdown in export growth are disturbing." He called for the promotion of growth driven by domestic demand and wel-

comed Germanan policies to Mr Truman also praised

lowing alternative growth- lagged behind on reforms, investment rather than trade promoting paths such as including Germany, France surpluses, he said. But he structural reforms of labour, and Italy, have had the added that convergence goods and financial markets "and tax policies that are more conducive to invest-

ment and employment". combat unemployment such outside Europe are reas- cial manner. as a reduction in legal working hours and early retire in Europe is not now posiment programmes. "I was tioned to absorb fully the reminded of the words of the CBS news commentator Eric

1993-86

1995-97

31.7

He criticised measures to investment opportunities many countries in a benefisessed, investment demand

increased supply of savings." Reduced government defi-Sevareid: The chief cause of cits to comply with Emu the birth of the euro."

Countries which have ory should lead to higher worst investment and efforts prompted long overemployment outcomes, he due adjustments and "catalvsed the macro-economic "As exports decline and policymaking process in

> "Europe as a whole has made impressive progress on its overall macro-economic framework over the past several years in the run-up to

Slovaks to reform capital

The new Slovak government is to propose a wide package of reforms to improve the reputation of the country's capital markets and increase foreign interest in Bratisla-

va's small stock exchange. The SAX index of top stocks hit an all-time low last month and share trading fell to only Sk58m (\$1.4m) a day. Foreign investors now trades and domestic investors prefer the higher-yielding bond market. Economic and political instability and poor corporate performance tors have also been deterred by the secretiveness of Slovak companies and untran-

sparent share trading.
"The capital market is not performing its function," said Michal Horvath, director of the finance ministry's financial markets section. "Its prices do not reflect true value and Slovak companies do not have the opportunity to raise capital by issuing

new shares."

tive, but compared with the Central Bank.

Call for action over Russian market abuses

Russia's top stock market regulator yesterday called sue their cases more frequently through the legal for the introduction of tough criminal sanctions to help in his fight to clamp down on your rights protected, you abuses against investors and to impose a fairer financial people fight, success is quite

In an interview, Dmitri Vasiliev, head of the Federal Commission for the Securities Market, called for a modification to the country's criminal code to introduce a sentence of up to five years' imprisonment for unauthorised individuals carrying out financial services activities.

He also called for criminal penalties for companies which did not disclose to the market the full financial information that is required of them, or for those which

illegally issued securities. The moves could help to strengthen Russia's system for protecting investors in quoted companies, who have traditionally suffered from widespread abuses including actions to ignore their voting rights and dilute their shareholdings through the issue of new shares without

"The situation still remains very complicated for minority shareholders," said Mr Vasiliev. "I would not say it is posi-

He added that 125 court cases had been brought by his Commission over the last year, and that it had won in three-quarters of them. Pros-Vasiliev stressed that Rus-

made several steps forward." He urged investors to pur-

system. "If you want to have

have to fight," he said. "If

ecutions had taken place. Mr aia's recently introduced investor protection law had strengthened their hand. The legislation requires any new share issues by companies to be approved by

a two-thirds majority of all shareholders, rather than simply by the board as in the past.

He said there was the need to modify Russian bankruptcy procedures, which "still give room for violations", arguing that there are now too many "pseudobankruptcies" which were granted too easily and which could be a way for companies in trouble to avoid paying their creditors.

Mr Vesiliev, who criticised the Russian government's default on its GKO securities last August, also renewed his criticism of the country's

Changes to the Securities

Act and the Commercial Code will improve the protection of minority shareholders and cancel bearer shares which allow owners to remain secret.

The ministry also expects to complete a new Stock Exchange Act by the end of the year, which - together with new bourse regulations - will impose stricter disclosure rules on listed companies and force illiquid stocks

Finally, in 2001 the minis try intends to set up a super regulator covering the stock market, insurance companies and banks. To increase the volume of domestic share trading the ministry will this summer submit a law on collective investments which will secure the legal position of investment funds and also pave the way for the future establishment of pension funds.

World stock markets, Page 38

Poor cousins joined in battle over aid

Pressure is growing on European Commission for a broader debate on state subsidies which many governments believe hamper trade and competitiveness, writes Emma Tucker



Inskle the market

According to new figures from the European Commission, EU governments supported industry to the tune of €87.7bn (\$40.7bn) a year between 1995-97. Stripping out the three member states that were not European Union members before 1995, the figure was €36bn compared with €40.5bn for

The drop looks moderately impressive. Unfortunately, it is almost entirely due to a tailing off in aid payments to Germany's former communist states. Without this, overall subsidy levels to EU industry have barely budged since the beginning of the

When the figures were released last week, the Commission did its usual handwringing. "I am convinced that this level of spending continues to distort competition and trade and thus undermines the advantages offered by economic and monetary union and the singie market," said Karel Van Miert the competition commissioner whose job it is to root out unlawful state aid.

akes thousand

Macedonia

The damage done to the are also unhappy pointing pernicious. It allows countries to protect non-viable businesses thereby providing them with the means to export unemployment to their neighbours.

rency. "Government support in the form of national state aid now remains one of the few means available for companies to seek protection from competition that will be even more intense than in the past," say the conclusions to the Commission's Seventh Survey on State

Faced with the seemingly unshiftable subsidy load some governments are calling on the Commission to rethink its bettle tactics which tend to focus on individual cases rather than general levels. "It is time to initiate a broader political debate on the perverse effects of all this state aid," said one EU diplomat.

What is interesting is that it is not just the usual suspects - Le low state-aid Britain - calling for a change of tack.

single market by state aid is out that they cannot compete with the EU's biggest and richest spenders. Between 1995 and 1997 Germany, Italy and France accounted for 77 per cent of all aid to industry. Greece,

Worse still, overall levels Ireland, Portugal and Spain are more likely to go up than - the four cohesion come down, not least countries - accounted for 11 because of the single curper cent. The poor cousins argue that high spending by

wealthy countries blunts the effects of the special cohesion funds, supposed to help bring their own economies up to scratch. One idea making hesitant progress is to invite finance

ministers into the state aid debate, traditionally the preserve of industry ministers. They could then be encouraged to give binding commitments to reduce overall levels of aid rather as they did with the Maastricht criteria on inflation, deficits and debt. For this to happen those

most addicted to state support would have to come on board. Last week Werner Müller, Germany's acting finance minister, called on industry to agree to scale back state subsidies in return for cuts in corporate The EU's poorest tax rates - a first sign Commission to free itself of

dlling to ween its industry focus on the really distortive ones. Moreover, it has elevated the status of subsidies within the competition directorate by giving its new deputy

for state aid.

director general - Jonathan

Faull - special responsibility

It will be up to Mr Van

Miert to impress upon his

successor - due to take over

at the end of this year - the

importance of the subsidy

battle. He need only remind

him or her what the arrival

of countries such as Poland,

Hungary and the Czech

Republic into the EU will do

to today's already high

levels of aid to demonstrate

convincingly the need to set

1993-95

Euro 15

Exto 12

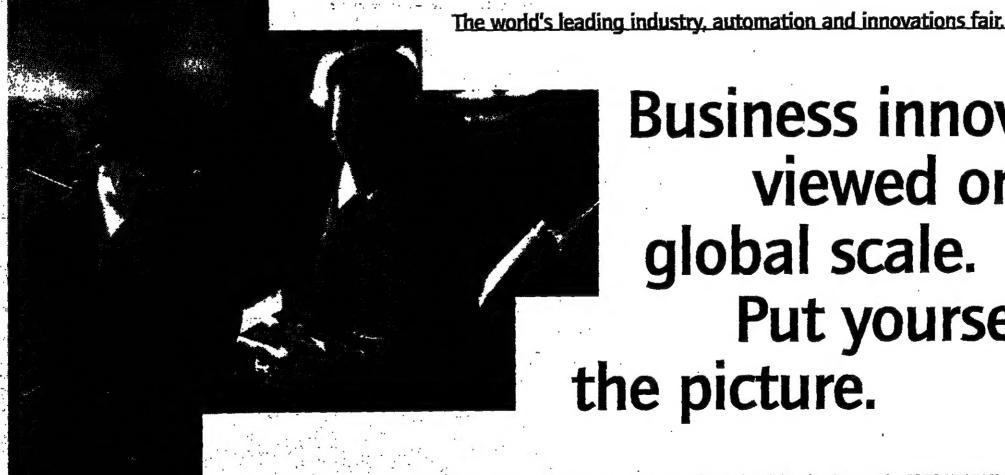
France, however, shows no sign of giving up its right to intervene wherever and whenever possible. It is truculent about moves to have state aid debated within a broader economic context. The Commission is gently pushing the broader debate.

off the state aid drug.

Portugal

It has invited member states to "consider the level and appropriateness of public intervention in market activities and to fix precise objectives and a timetable for the reduction of overall aid budgets".

It is also pursuing reforms that will allow the "cohesion" member states perhaps that Germany is routine cases of aid and to



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Gore seeks **Silicon** Valley vote

By Roger Taylor in San Francisco

Vice-President Al Gore, who last month made the unfortunate claim to have "created" the internet, yesterday brought his campaign for the 2000 Democratic presidential nomination to Silicon Val-

The trip, to raise support and money from the area's computer industry, is planned to coincide with the launch of Mr Gore's website and his online campaign.

Mr Gore, a long-term champion of the technology industry and the internet, plans to make full use of the eb as a campaigning tool. Wade Randlett, political director for Technet, the Valley's leading political lobbying group, is a Gore supporter and has been advising the Gore camp. He believes this election will see the internet used as a campaign tool and expects Mr Gore to be at the forefront.

He is planning a series of online chats and webcasts at which supporters will be asked to demonstrate their support by registering their e-mails at the Gore website. The campaign can then continue to organise and communicate with these people through the web.

However, the campaign in cyberspace has got off to a slow start. The website, an opportunity to tap the which has been set up later than some of his competitors, has been delayed by "squatters" who bought up the rights to the most useful aimed to raise about \$400,000 web addresses, many of - for 330 of his supporters.

unofficial Gore T-shirts and buttons. Mr Gore has had to pay for the right to use www.AlGore2000.com.

Mr Gore is in friendly territory among the Silicon Valley technology industry and northern California's liberal community. The area firmly supported the Clinton-Gore ticket in past elections.

But when he arrived in California on Monday, he was quickly reminded to take nothing for granted. The San Jose Mercury News, Silicon Valley's leading newspaper, ran a full page advertisement calling for George W Bush, the governor of Texas, to seek the Republican presidential nomination. The advertisement was signed by 50 local business leaders including Jim Barksdale, chief executive of Netscape, Floyd Kvamme, the venture capitalist, and Jeff Henley, vice president of Oracle.

Silicon Valley's traditional attitude of indifference to national politics is changing fast. Issues such as the call for more visas for overseas workers, continued tax relief on share options, and greater protection from frivolous shareholder law suits, have made industry leaders

aware of the need to influence events in Washington. For politicians, this means enormous wealth of the industry. Yesterday evening Mr Gore was due to hold a fund-raising party - which

A long time ago, in a galaxy far away, they used projectors

Star Wars: Technological progress means digital projection systems will some day replace celluloid, as starfighters replaced biplanes

But maybe not for much longer: George Lucas is going digital, reports **Christopher Parkes**

irector George Lucas, who made special effects truly special and fostered a new cinematic genre with Star Wars more than two decades ago, is back in ground-breaking

Star Wars: Episode 1 - The Phantom Menace, the first of three "prequels" to his bestknown works, will in June become the first film to be shown commercially on the big screen in digital format. While most audiences will

see the work projected in traditional fashion - with technology essentially unchanged for more than 100 years - projection booths in four US cinemas, probably in New York and Los Angeles are to be specially equipped to demonstrate the digital projection systems which will eventually displace cel-

Affirming his transition to the new era - and his reputation as a man ahead of his time - Mr Lucas will film the next two Star Wars productions entirely digitally

Even though the world's 60,000-odd screens still rely on celluloid, he is pressing on. As he told theatre owners last month, he had been convinced by the medium's "quality, savings, and the ability to do things that just aren't possible today".

For the moment, he stands alone at the side of projection technology pioneers Texas Instruments and Cinecomm. a consortium effort involving the Qualcomm telecommunications group of the US and Hughes-JVC. based in Japan, which gave

it's five years or less." said

Although much of the nec-

essary technology has

evolved over the past 15

years, the complexities of

the essential final stage -

the projector - have been

Shown side-by-side with conventional films, the dis-

plays impressed delegates.

Although the consensus

appeared to be that digital

and discs through complex

arrays of revolving mirrors

and prisms still fell short of

with experience of earlier

efforts were surprised.

35mm film quality, viewers

"Two years ago ! believed

we were 15 years away from

35mm quality and full-scale

conversion to digital: now

ages projected from tapes

mastered only recently.

international exhibitors a tions are many. On the cost home viewing on digital glimpse of their systems at side, a copy of a film stored on a CD-like disc or digital tape will be far cheaper and easier to handle and distribute than reels of celluloid. which cost about \$2,000 a

> Simultaneous transmission via satellite to projection booths or cinema-based servers from a single source would save more in distribution costs.

> Consistency of quality. with an end to degradation by scratches and film breaks and colours faded by the projectors' xenon arc lamps, is another consideration which appeals to film makers.

Yet the mainstream studios and exhibitors are in no hurry to embrace the new technology. Hollywood has a history of resisting change: reach a viable consensus on tional cinema has little hope The technology's attrac- the introduction of films for of becoming established.

the UK interior minister.

ahead of next week's deci-

ted to reverse his original

decision last December to

video disc, now selling strongly in the US and moving into Europe. The arrival the video cassette recorder - analogue technology which now produces revenues from video tapes worth more than global box office film receipts - was

fought with lawsuits.

lowever appealing the cost savings may be. the industry is concerned that encryption techniques and cinema security offer uncertain defences against copyright pirates whose activities today cost it an estimated \$3bn a year in "stolen" revenues. Video piracy in some Asian countries and other developing markets has reached such a pitch that some industry it took more than 10 years to experts believe that conven-

In these circumstances, the prospect of releasing digital products, amenable to flawless and endless reproduction, is unthinkable without stronger safeguards.

Cinema operators are also reluctant to press ahead at speed, in part because the cost - between \$85,000 and \$100,000 per unit compared with \$30,000 for a conventional projection booth will strain finances already stretched by their spending on megaplex construction.

They are also concerned that the studios and their film distributors stand to gain most from the savings offered by the technology and expect Hollywood at least to share the investment cost in new plant. "Who is going to pay to retool 60,000 screens?" asked one executive from a leading international chain. That argument alone would take 10 years to

settle, he suggested. Conscious of the concerns the projector developers. have opted for a softly softly with Ti's digital imaging division, said at Showest that its demonstration was "in many ways just another milestone - albeit an impor-

tant one". There was still much systems work to be done before digital projectors would be installed at local cinemas. "However," we believe there could be hundreds installed within two or three years... perhaps thousands within three to five years," he said.

back from the demonstration confirmed "we are very much headed in the right direction". And, he might have added, at an acceptable

CONTRACTS & TENDERS

Finance

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C. Triving Emility: Companies the exploitation of chromite with the centre of ectivities at Emilia Phe D. Fourth Entity: Concerns the exploitation of ferro-nickel in the arms of Psachna Enviso.

F. Shath Entitle: Meanestic mining concessions in Eulopea. The precise content of the above entities will be contensed in the Offering Memorandum and in the religious call for tenders, which will follow

in regard to the fifth Entity, which includes non-hunctional elements of the Company's assets, it is to be noted that there is the pos submitting an offer for separate listins of this entity in accordance with para. 11 of entitle 46st of Law 1852/1990, supplemented by

The lander will be conducted in eccordance with the provisions of article 45s of Law 1862/1990 as supplemented by article 14 of Law 2000/1991 as currently in force; the terms contained in the prosent Announcement and the terms contained in the Orienting Memorandum, regardless of whether or not they see repeated in the present. The automation of a binding ofter implies acceptance of

egreenent.
Internsted parlies are invited to authint a seeled, binding offer to the Almens notary public assigned to the tender, Mirs. Parasglota 5.
Statistinopoulou at 71-73 Alcadinities Street, tat. (Stri) 3811086 by noom on Thursday, 287 April 1999.
Ditter must be submitted in posson or by a legally subtorised representative Others submitted beyond the sine is secreted or taken into consideration. Others must not operate them the found outlier will depend or which create vagueness with regard to the emount or the method of payment of the offered price or inth regard to any other essential points. The impulsive company and the creditor have the right, at stall reporture enable discretion, effort to reject offers which contain rems and conspictions, independency of whether these are higher the other offers, or consider them to be non-contained, in which case the offer remains to notice; with regard to the rest of its content.

It for the lifth entity, which concerns non-functional assets. The amount of the letter of euteranne should be at least 30% of the objects

gt 5 million deachman for the crish entry. The letter of customics should be valid until the rolum to the guaranter book and wall guarantee body the contest of the other submeted

The highest bodier shall be the one whose offer is deemed as most favourable by the craduots reterned to in paid, 7 of article 45a of Line 2000/1991, at their absolute discretion, following the proposal made by the liquidator in this respect. The award of the landor in

The sealed, binding offers must specifically state the offered amount, in what currency and the method of payment (whether in case or needs). In the event that payment is to be on credit the offer must state the number of instatments, when they are to be paid and interest asse things the entire payment is to be on credit the offer must state the number of instatments, when they are to be paid and interest asse things the entire payment, is whether the bate of credit will been interest or not, of the each of interest, of the offered price, then it will be contactuatingly deemed in the amount will be post in credit. If the bateness on credit will not been interest, of the each of interest for the bateness on credit will not been interest, of the each of interest for the bateness on credit will not been interest, of the each of interest for the bateness on credit will not been interest, of the each of interest for the bateness on credit will not been interest, of the each of interest for the bateness on credit will not been interest, of the each of interest for the bateness on credit will not been interest, of the each of interest for the bateness on credit will not been interest, of the each of interest for the bateness on credit will not be interest.

Considered of the members had on which serve the amount of the year of stated of payment, as well as the governities of man the Education of the Considered States of the C

On all ports contained in the other and on any other terms that may be agreed upon (100 postutins, size of executives, larget of contration, etc.) the buyer must accept additional clauses powered by material or other currentness to scheduled compliance with Commitments.

If The eighnents which make up the company's acests are odd and will be transferred the act and where of and, more specifically, in the actual and legal condition and in the place where they are situated on the date of significant of the calc contract. The forestoring company, the company in forestoring the ceditors are not responsible for any legal or actual facts or of crassions in any aspect of the objects for saids, not for any incomplete or impounds description of them in the Othersy Elegandorium. Interested paties should, on their own responsibility, differents, mounts and expertee, investigate and make their own cosesument of the objects for said. The submission of an offer implies that the interested party is they away of the legal and active date of the objects for said. The submission of an offer implies that the interested party is they away of the legal and active calc of the objects for said. Should offers but make an a foreign currency, conversion rate describes will be made at the Sang cross of the Bank of Greece on the final day for submitting binding offers to the present tender in the event of part payment on crooks, the present value will be taken into account, which will be calculated with the adversal responsible to the legal and of the legal state of the objects are calculated with the objects of the legal state of the objects are of the legal and of the legal and of the objects are of the legal and of the le

leget aspect of state bonds of one year's duration.

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13. The legadater and the credition bear no responsibly the major is the region of the expension to the content of the proposal of the highest bidder Also, they bear no responsibility or obligation to their the process of the highest bidder Also, they bear no responsibility or obligation to the process of the highest on the tender should its result be deemed unsatisfactory.

nse parties taking part in the tender and submitting offers do not acquire any right, claim of derrand from the p I from their participation in the lander, against the liquidator or the credition for any cause of reason

According to para, 13 of affects 46e of Law 1882/1990 the sale contract and the necessary transface according from A and any crow-relative transaction are exempted from taxes, clues or state or fixed party rights or groung clustes, write the eights and feet of notines, tempers, supervisions and mortigagets are restricted to 30%. Any expenses increased in the case of the excess (Art., the feets of lawyers, notingles and mortigagets, fudiciary supervisions, sitc.) rights and other expenses are to be borne by the buyer.

art ves draited in Greek and translated nite Engich. However, in the event of differences occurring in banelization the Greek tast risk in order to obtain the Ottering Momostandum and for any additional information, please extry to the offices of the Equation ETBA FINANCE Economic & Prescribt Services S.A. 1 Estatogrammous & Ves. Constantance S2: (4" Floor) Atheres. Fel. (301) 7560210, (301) 7560274, (301) 75602088 and Fax (301) 7560864

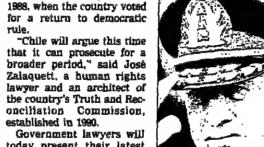
Chile to press Pinochet claims

The Chilean government is today likely to argue that rule. loopholes in its own amnesty law provide a better chance for General Augusto Pinochet, the former dictator, to be tried for human rights lawyer and an architect of abuses in Chile rather than the country's Truth and Recin Spain.

Foreign Ministry officials established in 1990. and lawyers said the government would stress that the today present their latest laws, which protect Gen arguments for the return of Pinochet against prosecu- Gen Pinochet to Jack Straw. tion, only cover 1973-78, the most brutal period of his military dictatorship.

Lawyers said the government might also argue that Spain to face charges of tor. Phochet decision next week Chilean courts' interpretation of the Geneva Convention meant that Gen Pinochet, as head of state, could even be prosecuted for crimes committed during the amnesty period.

The UK's law lords ruled retired general enjoyed inter- to proceed" with considernational immunity from the ation of the Spanish extradi- ter, that Gen Pinochet would



sion on whether or not the general will be extradited to

ture and conspiracy. Mr Straw has until April tion request. 15 to reconsider his decision to allow Spain to seek extraofficials say he is not expec-

detained in London since dition but UK government October 16 on a warrant for extradition presented by Baltasar Garzón, the independent Spanish prosecutor. two weeks ago that the give the courts an "authority Claims by José Miguel Insul-



Gen Pinochet has been zar, Chilean foreign minis-

face justice at home were dismissed by lawyers and opponents of the former dictator during the early days of his detention. However, the government's insistence that he can be tried in Chile, along

with changes in the composi-

tion of the Supreme Court and the decision last week by the independent State Defence Council to study 18 cases of "disappearance" last month, with Ford, the against Gen Pinochet, have second biggest vehicle swayed public opinion in maker, announcing a 13.6 favour of a Chilean solution. The Catholic Church has also called for justice as the only answer to divisions in society, "I think the Chilean government has a strong case this time," said Mr Zala quett. "It's one thing to leave Pinochet liable to prosecution for a few scattered cases after 1988, where the ground may not be so solid. It's another to allow a broader prosecution, even if

insurance claim, made

repairs and moved back in.

even though his property is

closer to the river than the

new law allows. "The laws

are not obeyed in this coun-

Similarly, in the poor Ped-

regal neighbourhood, practi-

cally in the river bed, rough

dwellings have quickly

sprung up again, built of

logs like small stockades.

try." he says.

Signs of record year in

strong levels of consumer confidence paid off again for the car and truck industry per cent rise in light vehicle sales, a record for the

month. The Ford numbers beat the most optimistic analysts' predictions, and the 899,908 cars and trucks which were either purchased or leased meant that March was the second month in a row during which the company posted an all-time sales.

record. The company said that, in response to the strong consumer demand, it would increase second-quarter production by a further 20,000 trucks and 10,000 cars. It had already announced last that it would boost production by 2 per cent over last year's second quarter, taking production to about 1,212m

vehicles in total. Ford's results yesterday follow some equally bullish March sales figures for the Chrysler brand - now part of the DaimlerChrysler group - last week. The German-American company said its March figures were up by 16 per cent, helped by strong sales of minivans and sports

utility vehicles. Non-US manufacturers also fared well last month: Volvo Car, acquired by Ford last month for \$6,45bn, said yesterday that its US-car sales climbed 13 per cent in

March.

General Motors, the biggest car and truck maker. will release its fleures today. It, too, is expected to post buoyant sales - although the month last year was also strong, so the year-on-year rise may be less marked.

The extremely healthy first quarter sales have already encouraged some analysis to suggest that 1999 will be a record year for the industry. In 1998, the US manufacturers saw their secand highest sales year ever. with 15.6m cars and trucks sold. That was bettered only in 1986, when the figure reached 16m.

Initially, analysis had taken a more cautious that sales could slip back slightly, given the length of the current upswing in what is traditionally a cyclical business. But, as the months tick by, many forecasters are rethinking their projections and some Wall Street estimates now suggest that 1999 sales will top the 16m level.

Mitch is long gone – but Honduras disaster still looms

Five months after the hurricane, life remains precarious and rain is on the way By James Wilson

In the Reparto neighbourgalpa. Roberto Guerra points to the debris strewn outside his front door, a reminder of Hurricane Mitch.

But the rocks and rubbish have not been here since October's hurricane - they cascaded down the steep. rutted streets months later. when the Honduran capital was once more but by just a few minutes of fierce rain. Reparto was left to clean up once more.

Five months have passed since Mitch brought death and destruction to every part of the country, but life is still precarious for thousands of Hondurans. And though Tegucigalpa's problems may be the most visible to the government, and to the foreign volunteers and aid officials who keep its botels filled to the rafters, many of its most devastated areas appear far from the head of the quoue for help. Still looming over Mr Guerra's house in Reparto is the landslide caused by Mitch last October, which obliterated the homes of 50 neighbours and buried his car. The slide brought down the main road through the community, cutting a vital

Mr Guerra says workers from the government's social cleared his street, but they

bus link, and wrecked water

dug down so far that they ruptured sewerage pipes. By February, water links had not been restored.

Mud is piled perilously above the side of the road. washing down each time it "Since then no one else

Montova, a neighbour. The problems caused by the recent rain are for many a disturbing foretaste of more chaos when the fast-approaching rainy season begins in earnest. The many landslips such as the one at

slides. "We do not know what is going to happen in the next rainy season. There is a lot of concern about flooding." says Paul Trapido, an Inter-American Development Bank official.

There are signs of progress, witnessed by Bill Clinton on his recent visit. The US president saw one of the city's most important bridge links restored with the belo of US troops. Most areas do now have water. The worst fears of a breakdown of social order have not so far

remain, not least in providing housing. Homeless families have been moved out of schools and into "macroshelters", collections of low wooden huts bolding 1,000 investment fund came and people, where families have

sufficient tans and sanitary

of mud during the rainy season. The shelter also got off to an inauspicious start when metal sheet roofs blew has come," says Leislado off the day after the first

Reparto remain unstable: rain could set off further needed housing programme.

every municipality. been realised.
But basic challenges However, residents are

Residents at the first such streets simply disappeared shelter complained of lack of during Mitch, Mario Ochoa's house was full to the ground facilities, and said the site floor ceiling with water. But the bank official won an would turn into an ugly sea

families arrived. Gabriela Núñez, the finance minister and one of the main figures in the president's "reconstruction cabinet", says the aim is to have permanent solutions within 12 months. But the government has a number of obstacles to overcome even before embarking on the much-

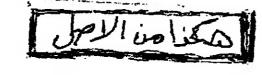
The state owns few areas of suitable land in Tegucigalpa, and until Mitch the government was constitutionally barred from paying market rents for new plots. Even the first macro-shelter has been put up on a site rented from a pension institute. The administration has now secured a two-year window in which to buy the necessary terrain. Housing sites will be based on land use studies being conducted in

already deciding that there are better options than a long uncertain wait. They have becan to move back to affected areas, disregarding a new law to keep housing well away from river areas. que suburb. Where two floor.

Clementina Pérez and her family have returned to the spot where their first home stood until it was swept away by the river. The Trebol macro-shelter is only a few hundred yards away, but Mrs Perez says the shelter rules are too strict. "They won't let you keep animals," she says, pointing to her few chickens scratching through the rubbish.

Even if the new laws on vacating dangerous areas were enforced, they do not apply to the many public buildings that were also inundated. Workers bave been patching up the education ministry, much of which vanished downstream in the floods.

The huilding will return to use, albeit with an important modification: what remains of the ministry's basementful of archives will be moved In the middle-class Loor- to the safety of the third



Ojectors

record

When consulting with businesses on where to open, we often suggest a densely populated area. The living room.

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China plans to establish a national cable company in

an attempt to create a country-wide cable network with the potential to provide both television and telecommuni-The State Administration

of Radio Film and Television together with local cable television stations plan to form the Cable Television Network, state media

official saying yesterday. China's cable TV market has emerged as probably the figures show 756 cable TV stations with 70m customers at the end of 1997, while private estimates suggest the number may already be as high as 100m. The number of cable subscribers has multiplied largely because cable access is offered to Chinese consumers at a very low

The large and growing

subscriber base has also from foreign investors. A number of US companies are in exploratory joint ventures, looking to sell technology to upgrade the capabilof the cable network. while foreign TV shopping channels have set up in China to tap into Chinese

TV industry is made up of terms of competition in the dreds of cable network comhundreds of local and telecommunications indusregional cable service pro- try in China". Duncan

China's fragmented cable

viders. The establishment of prompted growing interest a national cable network with the potential to offer both TV access as well as internet and, ultimately, telephony services could introduce more competition into China's telecommunications market and threaten to erode the domination of

state-owned China Telecom. The cable network "was always the sleeping giant in

tancy BDA said yesterday. offering different services The plans to establish a and achieving very different national cable company, he said, could result in the "emergence of a new network service provider".

However, while consolidation of the cable TV industry has huge potential, other analysts caution there are just as substantial obstacles to marrying together hunpanies owned by different branches of regional, local

and municipal government financial results.

Chen Xiaoning, director of the information department at the State Administration of Radio, Film and Television was quoted by the official International Finance News yesterday announcing plans for the new venture, but did not offer a timetable for its establishment.

China may stick with Keynesian path of economic expansion

Yardsticks that Beijing does its best to play down show a country in acute fiscal pain, James Kynge reports

has it that China is economic crisis because it can continue - if it wishes with a Keynesian infrastructure spending package for several years to come.

Widely accepted statistics view. The budget deficit this year will amount to just 1.8 per cent of gross domestic product, a level that would qualify the country for entry into the European Monetary Union. Total domestic debt is less than 10 per cent of gross domestic product another eminently respect-

But employing such statisties to measure China's fiscal health is akin to "climbing a tree to catch fish".

does its best to play down show a country in acute fiscal pain. The main problem is that central government revenues last year accounted for just 12 per cent of GDP country average of around 32 per cent and reminiscent of the picture in Russia.

This has meant that China's shility to service its domestic and foreign debts is compromised. For example,

By Amy Louise Kazmin

party-led ruling coalition

yesterday attacked its critics

as a crucial ally withdrew

two ministers in a war of

nerves over the regime's

refusal to dismiss its contro-

The showdown has its ori-

gins in the decision three

months ago by George Fer-

nandes, defence minister, to

sack Admiral Vishnu Bhag-

that Admiral Bhagwat had

BRE BANK SA

defied civilian authority.

Mr Fernandes gave little

public explanation for the Mr Fernandes transferred to

Since then, one of the ministers from the govern-

sacking other than to say a less sensitive ministry.

wat, the Navy chief.

versial defence minister.

onventional wisdom erament revenues last year came not from tax collection Vinsulated from Asia's but from the issuance of debt. Of the debt raised, 70.9 ner cent went on servicing and financing redemptions

The fiscal situation is at the core of our worries," said are used to confirm this one analyst at a foreign multilateral organisation in Bei-

jing.
Weak central government finances have impinged on Beijing's power to conduct China's ability to pursue

its fiscally-driven infrastructure package, which officials claim is the main engine of economic growth, is limited. Liu Rongcang, director of the institute of finance and trade economics at the Chinese Academy of Social Sci-Yardsticks that Beljing ences, said it would be risky for Beijing to extend its active fiscal policy beyond

Officials, who declined to

be identified, said the

finance ministry was relucwell below the developing tant to authorise this year match the RMB100bn in infrastructure bonds launched last August. But, they added, the ministry was resigned to doing so if the wider economy begins to show marked signs of a

commands the lovalty of 18

parliamentarians, and the

opposition Congress party

have seized on the event to

harass the coalition,

mittee to investigate the dis-

Ms Jayalalitha has raised

the stakes in the last few

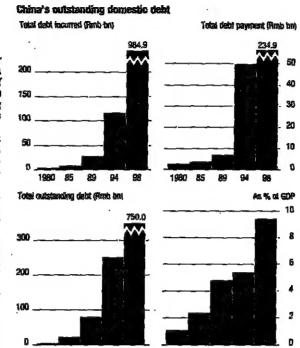
days, threatening to with-

draw her support for the

government unless Admiral

Bhagwat is reinstated and

On Monday, she withdrew



37 102 150 195 143 280 Year-on-year increase (%) 43 0 54 -12 198 35 45 8 145

BJP's most eccentric allies, ment's council of ministers Mr Fernandes has also the Congress party.

J. Jayalalitha, a Tamil Nadu- after the cabinet rejected her attempted to deflate the crit- But many analysts say Ms

based former film star who demands, a step that falls icism with an emotional Jayalalitha who has threat-

package coincides with much of the funds are being mounting criticism in the funnelled into projects with official media over how the little prospect of a return. infrastructure money is

BJP stands by defence minister

demanding the formation of that could help it survive a

a joint parliamentary com- trial of strength in parlia-

her AIADMK party's two vive a confidence motion if

on April 15.

at 3569.47.

support for the coalition.

Threatened with the loss

of 18 votes, the BJP has

begun to woo smaller parties

ment when the legislature

resumes its budget session

The political uncertainty

shaved 4.5 per cent off the

BSE 30 index on Monday.

Yesterday, however, the

index closed 1.4 per cent up

RJP leaders have insisted

that they will be able to sur-

The sense of reluctance to being wasted. If the experilaunch another Keynesian ence in Beijing is any guide, Workers from the country- a loss it is usually either

He said yesterday that the

Navy chief was sacked for

defying the government's

authority, "and for exposing,

and by that exposure jeopar-

dising, a security-related, top

secret project which is very

vital to the nation's secu-

rity" - widely believed to be

a nuclear submarine. He dis-

missed calls for a further

Ms Jayalalitha is planning

talks in New Delhi on April

12 for talks with national

politicians to discuss politi-

cal arrangements, in the

hope of striking a deal with

side are now a common sight in China's capital, digging credits or by local authoriup paving stones only to lay others in their place and unrooting trees merely to replant them nearby. "It really looks like the 'New Deal'," said one foreign diplomat, referring to President Franklin Roosevelt's famous pump priming spree in the US in the 1930s.

But even as money is spent trying to reverse an economic slowdown through pump priming, strains on government finances are growing from other sources. The swelling ranks of

workers laid off from collapsing state enterprises. which employ around 60 per cent of the urban workforce. represent a mounting burden for a state which has promised to guarantee a Officials said that even the

government's forecast of a RMB150bn budget deficit this year, an increase of 56 per cent on last year and the largest shortfall in two decades of reform, may prove too conservative. From a different perspec-

tive, the fiscal shortage is limiting the government's to tailor a relatively slack freedom to regulate the pace of state owned enterprise reform because it simply cannot afford to waste money keeping inefficient industries afloat, Mr Liu said.

When a factory is making

times before, may have mis-

topple the BJP coalition, oth-

ers, including Sonia Gandhi,

the party president, are said

to favour waiting until after

assembly elections in the

BJP more uncomfortable but

she doesn't want the BJP

out," said Subhash Agrawal

a New Delhi-based political

risk forecaster. He believes

Ms Jayalalitha has given the

BJP a week to agree a recon-

ciliation with her and make

"Sonia wants to make the

bailed out by state bank ties, using their own tax revenues. But it costs much more to keep a factory in operation than it does to pay its laid off workers a minimum wage of typically about RMB200 (\$24) a month.

This means that many local governments opt to close down inefficient factories rather than spend scarce revenues on keeping them running at a loss.

Such is the passive force driving much of China's state-owned enterprise

fith this backdrop, it is not surprising the VV finance ministry has made it a top priority to raise revenues as a percentage of GDP.

Xiang Huaicheng, finance minister, is believed to have made a private target of raising central finances to 20 per cent of GDP by the time his five-year term is up in 2003. But, paradoxically, an overriding priority this year

to maintain social stability and stimulate the economy has forced the government tax regime. Total tax receipts by central and local governments are expected to grow by just 4.8 per cent to RMB953.3bn, compared with a 10 per cent climb last year and a gross domestic product growth forecast this year of 7 per cent.



ca of his decision to sack Admiral Bhagwat

a face-saving gesture. However, Mahesh Rangarajan, a political analyst, said he thought the relationship was at breaking-point. | urged the military to disarm



Fears over new call to arms in East Timor

By Sander Thoenes in Jakarta

East Timor's chances for moving peacefully towards day after both pro-independence and pro-indonesian groups on the island issued a call to arms. East Timorese and foreign

diplomats said renewed unrest on the island could give Indonesia's military grounds to move in more troops, upsetting efforts by the United Nations to organise a plebiscite, agreed with Jakarta last month, that would decide whether East Timor gains more autonomy or secedes altogether.

Jose Alexandre 'Xanana' Gusmao, the jailed leader of the East Timorese rebels, on Monday ordered his troops to end a ceasefire and take "all necessary action in defence of the population of East Timor" against attacks by pro-Indonesian paramititary and the Indonesian military. Mr Gusmao also called for a "popular insurrection against the armed militia

groups". Mr Gusmao, who is de facto East Timor's head of negotiations with Jakarta. has accused the military of arming and leading the paramilitary groups into attacks on pro-independence activbad earlier called on his people not to react but changed his position after an attack by pro-Indonesian militia on Monday claimed at least two lives.

Another 20 were wounded in shootings in the same town yesterday.

The military has denied suming the militia but has sudden decision to offer balked at disarming them as well. Diplomats in Jakarta for autonomy were rejected believe at least part of the Indonesian army, as well as hard-liners in the cabinet, are out to provoke unrest ter, has pushed an autonomy and prevent a vote. Mr Gusmao had gained

international respect with his efforts to secure peace but his call to arms met with disapproval abroad yester-"Violence begets violence

and East Timor will have a very unhappy future if it follows the path of violence," said Alexander Downer, Australia's foreign minister. "It's going to be a very difficult situation to control." Madeleine Albright, the

US secretary of state, had

the paramilitary and reduce troops when she visited Jakarta last month. But her spokesman on Monday called Mr Gusmao's state ment "a dangerous and tronbling development" and called on him to reconsider.

"It will only inflame the situation," added Dewi Fortuna Anwar, foreign policy adviser to B.J. Habibie, Indonesia's president.

In Dili, the capital of East Timor, both supporters and antagonists of Mr Gusmao's rebels predicted his call to arms would be heard. "If you want to sell war, we'll buy it," responded Basilio diaz Arauzuo, leader of a group of Timorese who favour staying within Indonesia. "We'll see who is stronger."

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Some diplomats suggested Mr Gusmao had made his call to arms not just out of his expressed frustration with the lack of international condemnation of the recent killings in East Timor, but more in reaction to growing impatience among Timorese students and guerrillas with his efforts to secure a peaceful transition.

"He needs to maintain his legitimacy in East Timor," one diplomat said. "He may be making this decision against his better judg-

Diplomats said international pressure on Indonesia to halt violence in East Timor had been strong but hampered by a realisation that the cabinet in Jakarta was deeply divided over the issue, with various factions using East Timor in their power struggle. Jakarta's independence if a proposal was an initiative of Mr Habi-

Ali Alatas, foreign minis proposal but found it torpedoed by hardliners, forcing him to delay talks at the United Nations with Portugal, which still claims East Timor as its colony, Senior officials are due to meet in New York next week to prepare a ministerial meeting for late April, but few expect Jakarta to have completed its autonomy package by

"It's not a practical problem on the ground," one dip-lomat said. "It's a problem here in Jakarta. They're

Your partner Poland a profound knowledge of the Polish market with a most state-of-the-ar inancial institutions worldincluding Commerzbank -This allows us to provide

CONTRACTS & TENDERS

defence of his decision to ened to withdraw support

remove Admiral Bhagwat. from the government several

autumn

FEDERATIVE REPUBLIC OF BRAZIL

STATE OF BAHIA DEPARTMENT OF ADMINISTRATION - SAEB

CENTRAL TENDER COMMITTEE - CCL CALL FOR TENDERS - INTERNATIONAL COMPETITION

Type	No.	Objective	Date	Time	Place	Equity Capital
Competitive Bidding	5	Fire Fighting Vehicle	30 April 99	3:60 p.m.	SAEB	R\$50.000,00
All inter	est	ed pa	rties	may	obtai	n further

information and/or the Tender Document and its attachments Estado da Bahia -Comissão Central de Licitação - CCL, at the following address: 2° avenida, 200, Plataforma III, Térreo - SAF - Serviço de Atendimento ao Fornecedor-Centro Administrativo da Bahia-CAB, Salvador, Bahia, Brazil. Tel: (5571) 371-0119, from 25 March 99 to 30 April 99 from 9:30 a.m. to 5:30 p.m. following payment of R\$30,00 (thirty Brazilian reals) by check, payable to Fundo Rotativo de Material, or through the nternet at www.bahia.ba.gov.br/saeb/saf.htm Salvador, 25 March 1999/Orlando Gomes da Silva/Chairman CCL

SECTRETARIA DA ADMINISTRAÇÃO DO ESTADO DA BAHIA

SECRETARIA DA ADMINISTRAÇÃO DO ESTADO DA BAHIA

Japan's vehicle sales lowest for 12 years

By Alexandra Harney in Tokyo

The collapse in consumer demand amid Japan's longest postwar recession sent new vehicle sales plunging to their lowest levels in 12 years last financial year, according to figures released yesterday by the Japan Automobile Manufacturers

Association (Jama). In the 12 months that ended in March, sales of new vehicles, including minicars, trucks and buses, tumbled 6.5 per cent to 5.87m units. It was the first time vehicle sales had fallen below 6m

Consumer anxiety about

since 1986.

the future, fuelled by corporate restructuring and the crisis in the banking system, were the biggest factors behind the decline, Jama said. "In a word, it was the recession." the association

Trucks and buses were the spending by companies. nearly 8m vehicles in 1990. Truck sales plunged by 17.4 per cent to 1.7m units.

before, falling to 13,971 units. However, mini-vehicle sales jumped 8.2 per cent to 1.65m. Mini-vehicles are cars and trucks with engine displacement of 660cc or less. Separately, the Japan

record since 1994.

Bus sales slowed 8.1 per cent compared with the year CORRECTION IMF and Japan

Automobile Importers Association reported that imported vehicle sales plummeted 14.3 per cent to 275,546 units, the slowest year on In the financial year that

began in April, Jama expects sales to improve to 6.04m units as the government's fiscal stimulus package and inventory adjustment at manufacturers feeds through to consumer sentiment.

worst hit, reflecting the that car sales were not likely sharp downturn in capital to recover to their peak of

The international Monetary Fund expects Japanese gross domestic product to contract this year by more than the 0.5 per cent it forecast last autumn, but not necessarily by more than the 2.8 per cent by which the country's GDP declined in 1998. In reporting remarks last week by Stanley Fischer, the IMF's first deputy managing director, the Financial Times incorrectly suggested he was expecting the fall this year to be even greater than last

Philippines inflation falls

By Tony Tassell in Manita

Much lower-than-expected in January.
inflation data for the Philip- Paul Mutuc, head of pines for February released vesterday have signalled further cuts in interest rates and highlighted the continuing slowdown of the country's economy, according to

The year-on-year inflation

rate fell to 8.7 per cent in February from 9.9 per cent

research at DBS Securities, said that the February inflation rate had been "surpris-ingly" low and was likely to

lead to cuts in interest rates. He said the current benchmark 90 Treasury Bill rate of 11.4 per cent was likely to policy.

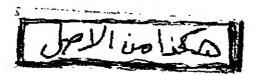
average out at about 11 per cent over the year.
Analysts added that the lower inflation rate may also lead to cuts in bank reserve

year's actual figure.

bank lending. The monetary board of the central bank is meeting today to consider monetary

requirements as the central

bank attempts to stimulate



services of the highest quality.

In February 1999, BRE Bank obtained ISO 9001 certification

for the "Domestic payment

order via electronic banking

BRESOK".

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ni. Senatorska 18. 08-950 Warszawa, P.O. Box 728, POLAND

Libyans charged with Pan Am Lockerbie murder

The two Libyans suspected of causing the 1988 Pan Am for trial, which has to take air crash at Lockerbie in place by Thursday next died. Scotland were yesterday charged with murder, conspiracy to murder and breaches of UK aviation law. soil during the procedure Their appearance before a Scottish sheriff in the year. Netherlands marked the end of a protracted international

iver new

arms

Jan 300

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effort to bring them to trial: in the five-minute hearing at Camp Zeist, a military

By Gordon Cramb in Amsterdam were not asked to enter a insistence that any trial take Re-equipping the airline is Forum, aimed at promoting stage will be their committal week. Under an Anglo-Dutch treaty, 100 acres (40 hectares) at Zeist are Scottish which could take well over a

The Libyan government of Muammer Gadaffi handed the suspects over to the United Nations in Tripoli, the capital, on Monday. base east of Utrecht, the men Libya had resisted western

whose nationals were in the majority among the 270 who

against Libya, imposed in 1992 and tightened the following year. Libyan Arab Airlines, the national flag panie carrier grounded since then by a ban on air traffic, said it would have a schedule of international flights ready as soon as today.

plea to the charges. The next place in Britain or the US, among the contracts being north-south political and eyed by western companies, with British Aerospace known to have been in dis-The suspects' departure cussions. Oil installations, brought the immediate sus- ports and other infrastrucpension of UN sanctions ture also need to be upgraded, in an operation in which Col Gadaffi has promised priority to Italian com-

> Lamberto Dini, Italian foreign minister, arrived in Tripoli yesterday promising support for Libya's accession to the Euro-Mediterranean

economic co-operation. The Lockerble suspects were flown out on an aircraft loaned to the UN by Italy. which as the former colonial power in Libya had been among countries seeking a solution to the trial impasse.

Saudi Arabia and South Africa also helped persuade Col Gadaffi to accept a trial in the Netherlands for the two, who are alleged to have been officers in his intelligence service. If convicted of

Abdel Basset Ali Mohamed al-Megrahi and Lamen Khalifa Fhimah face life sentences which they would serve in Scotland under UN

Hans Corell, the chief UN

legal counsel, who escorted the men to Dutch custody, said on Monday that the Libyan lawyers with whom he had negotiated had expressed no doubts about the independence of the hear the case. "On the conThree judges will adjudi-

cate, in the first Scottish murder case in modern times without a jury. The committal proceedings will, like yesterday's initial appearance, be presided over in closed session by sheriff Graham Cox. The trial will be open to the public. "It will be a fairly big building, though probably not big enough to cope with Scottish court which will demand," the Scottish Office

ministers sacked

Ugandan

By Mark Turner in Nairebi

President Yoweri Museveni of Uganda has reshuffled his cabinet in what is being seen as an attempt to fend off accusations of graft and mismanagement in the govern-

Specioza Kazibwe, the vice president, who faced a parliamentary censure motion, lost her agriculture portfolio, although she remains vice

The prime minister, Kintu Musoke, who had asked to retire, was replaced by Apollo Nsibambi, the former education minister, and Sam Kuteesa, the minister of state for planning and investment, was fired. Richard Kaijuka, energy minis-ter, and third deputy prime minister Paul Etyang were also removed.

Donors did not expect the move to affect government policy, but said that Uganda should press ahead with reforms. The IMF recently delayed disbursing a second \$23m tranche of a three-year enhanced structural adjustment facility, after the gov-ernment missed a number of performance criteria "by a small margin". Donors have expressed concerns that defence spending has not been kept within agreed limits. An IMF mission is expected in May to assess recent performance, and will return in July or August.

ALGERIA'S ELECTION FORMER PREMIER WARNS OF STAY-AT-HOME TRAP

High turnout 'will ensure free poll'

Mouloud Hamrouche, a leading contender in Algeria's presidential election, is stepping up pressure for a free election by calling for a big turnout and telling voters that this would ensure the poll's transparency.

Mr Hamrouche, a former prime minister who led the reformist wing of the rian army have pledged the National Liberation Front (FLN), the former ruling interior ministry has promparty, has been touring the ised additional safeguards country to drum up support for his candidacy as much as to convince sceptical Algerians to show up at polling

fusion is getting worse by remain impartial. the day as you hear some say that the election is a foregone conclusion," he told Algerians in a recent radio broadcast. "But these (people's) aim is to discourage you from voting and by not voting you will fall into

the trap they laid for you."

Outgoing President Liamine Zeroual and the Algeelection will be free. The against rigging. But candidates from the opposition have raised concerns that a large section of the regime was backing Abdelaziz Bou-"You are not clear tellika, the former foreign whether it is worth your minister, and fear the

Mr Hamrouche's aides said he believes a high turnout could change the calculations that may have been made by some circles of power and thereby force a fair election. The more people voted, they said, the less room there would be for possible manipulation of the

Mr Hamrouche is running as an independent candidate in a field of seven. There are no credible opinion polls in Algeria but analysts say the first round will be fought between four candidates: Mr Bouteflika, Mr Hamrouche, Ahmed Taleb Ibrahimi, a former foreign minister likely to win the bulk of the he is using his campaign to while to vote and your con- administration will not Islamist vote, and Hocine Ait

Ahmed leader of the Social- the country's politics and lay ist Forces Front (FFS), a the grounds for the emerstrong critic of the regime.

As prime minister from 1989 to 1991, Mr Hamrouche introduced Algeria's first economic and political reforms. Since the 1992 cancellation of elections in which the Islamic Salvation Front (FIS) was about to win a majority of seats in parliament, he has often criticised the regime and its handling

of the Algerian crisis. But having kept to himself in recent years, Mr Hamrouche's return on the political scene is part of a strategy that looks further shead than winning the election, said his associates. They say engage Algerians more in

gence of a strong opposition movement.

His campaign's central message is the pursuit of economic and political reforms, which he says must go hand in hand. Only through a real democracy and transparent decisionmaking could Algeria come out of its current crisis. He criticises the Interna-

tional Monetary Fund on the grounds that it contributed to wasting Algeria's resources, since reforms it has promoted since 1994 have failed to promote levels of investment needed or generate growth that could absorb the rising number of



Basle rules on banks' capital adequacy show their age

With one deadline already missed, there is pressure to agree on overhauling the system for providing a cushion against losses. George

naking regulators have Shot given up hope of reaching agreement on an overhaul of the Basic canital adequacy rules but, after failing to meet the deadline all amount of caretal held in they are wary about setting up another target they might developing country debt not hit.

"We are going to keepworking on it, but we don't want to put a word like held by the world's 1,000 'soon' on it," said one official involved in the discussions. For commercial banks waiting anxiously for the new Basie rules, however.

aption. Given the way industry expectations had been allowed to rise, the delay is frustrating but not, we believe, fatal," said Richard Quinn of the British Bankers' Association.

The heart of the Basic capital rules, established in 1988 by a committee of banking supervisors working under the aegis of the Bank for now starting to get thinner, International Settlements in as banks learn to adjust Basle, is a formula for working out how much capital mula, sometimes with pereach bank needs to cushion it against unexpected losses. Banks must hold total capital equivalent to at least 8

as pure equity. Assets are weighted according to risk, with a 100 carried a lower capital per cent weighting for most loans, but only 50 per cent for residential mortgages now in tatters," complained and 20 per cent for one banker. short-term interbank credits. The original drafters

per cent of their assets, with

half of this cushion in the

form of "Tier 1" capital such



they had set for this week, the banking system, which had been depleted by the

have had some success. The total Tier 1 capital largest banks has climbed, according to statistics compiled by The Banker magazine, from \$839bn in 1990. when the rules first came indefinite delay is not an into effect, to \$1,488bn last

problems of the 1980s, and

But the rules are showing their age. The cushion is

The asset side of Basle is now in tatters'

their behaviour to fit the forverse consequences.

They have securitised corporate loans, for example, which carry a higher capital charge than can be justified. by their interest rates, and concentrated on loans with a maturity of 364 days and less, simply because they

charge. "The asset side of Basie is

The Basle committee's response includes a re-workwanted to increase the over-ing of the capital formula.

Banks know already that they will be disappointed in their hopes of being allowed to use a sophisticated form of credit risk modelling, similar to that used for measur-ing market risk: supervisors are simply not yet convinced that the mathematics is robust enough for their pur-

But the argument is still raging on whether loans will be kept in simple categories, as today, or whether weightings will be tied to credit ratings, either from internal bank assessments or from

external rating agencies. The case for internal ratings has brought together a strange alliance of some of the most suphisticated international banks, which see internal ratings as a step towards full-scale credit risk modelling, and some less advanced European banks. which fear that the use of external ratings would put them at a competitive disadvantage to their US counter parts, because fewer of their

such ratings. For the time being, the sticking point is Germany's insistence that commercial mortgages should carry just a 50 per cent risk weighting. like residential mortgages.

corporate customers have

But William McDonough president of the New York Federal Reserve and chair man of the Basle committee, says the capital formula itself is just one of three pillars on which the new framework will be built. The committee also hopes to strengthen market discipline, through enhanced disclosure requirements, but also, more controversially, to introduce more qualitative judgment into the supervi-

This would change little in the UK, where supervisors already set individual minimum capital ratios for each bank, based on the quality of their management and controls and on the riskiness of their business.

sory process.

· But it has provoked concern in Germany, where some argue that it would breach the national constitution by allowing regulators to discriminate between institutions.

There is a danger that this kind of individual supervision could lead to competitive distortions," the German banking association

NOTICE OF A MEETING OF THE HOLDERS OF P.T. ASTRA INTERNATIONAL TBK (the Issuer) U.S. \$125,000,000 63/4 per cent.

we-mergioned boods (the Boeds) constituted by a trust deed dated 2nd, April 1991 (the Treat Deed) and made between the Issuer at

THAT this precing of the bokiers of the U.S.\$125,000,000 6% per cent. Convertible boads due 2006 (the Bonds) of P.T. Astra International This (the Issuer), constituted by a Trust Deed dated 2nd. April 1991 (the Trust Deed made between the Souer and Bankers Trustee Company Limited (the Trustee), hearby:

menional Tak produced to this meeting and signed by the Chalenten for the purpo

es and nationales the Trustee (or its delegate(s)) to easer into a supplemental crost deed to the Trust Does (the Suppl for the purposes of identification providing that, on the closing date of the restructuring contemplated by the Restructuring Framework (the Closing Date), the lister shall have no further below to make any payments to Bondolders in connection with the Bonds but that Bondolders shall, subject to compliance with the procedures for exchange summarised in the Restructuring Framework and more particularly set out in the explanatory statement, be entitled to receive the New Dollar Bonds and, in the case of the minut holders of Senies III. the state subscription sensures described in the Restructuring Francework provided always that any Bondholder who as mable to provide the neces-the exchange letter of measurinal within 45 days of the Closing Date to the exchange agent (the Exchange Agent) appointed by the Issuer for this pa-nelly to the net cash proceeds from a sale by the Enchange Agent of the New Dollar Bondh and warrants to which such Bondholders would have

Restrictinging Framework (the Security Treat Deed and Common Terms Agreement) and its necessary or describle in order to present the internets of holders of the New Dollar Bonds; and

ity a acknowledges and agrees that neigher the Trustee (and its delegates)) nor the New Bonds Trustee shall be under any liability to the Bondsholders by reason of a acting in accordance with the requests in (it) and (it) above, a being recognised and destined from acidire the Trustee nor the New Bond Trustee will not be responsible for negotiating the provision of the Security Trust Deed and Common Terms Agreement or the New Trust Deed or the terms and conditions of the New Dollar Bonds were insular as those provisions and/or nerms and conditions detectly affect its interests. PROVIDED THAT paragraphs (i), (ii) and (iii) of this Resolution shall become effective as soon as, but only if:

(a) the Security Turst Deed and Common Terms Agreement has been executed by the leaver, Astra Oversers. Furnice R.V., the security trustee for the Restructured Debt (whose identity will be notified to Bondholders prior to the Closing Date), the New Sonds Trustee, the principal paying agent for the Restructured Debt (as defined in the Restructuring Framework) and the famility agent for the bank craditors party to the Consolidated Facility Agreement (as defined in the Restructuring Framework).

sufficient to permit the leaver to proceed to implement the Restricturing Francework on a consensual basis and not by means of a cotan stanctioned composition plans (c) the balders of the Other Bonds have present precious which, under their respective terms and conditions, upon becoming effective have the same binding effect on all holders of such Other Bonds as this Resolution has o

(d) the conditions precedent to the Closing Date specified in the Security Trust Dated and Common Terms Agreement (other than the effectiveness of this Resolution or any other similar resolutions by holders of the Other Bottom are conditional upon satisfaction of those conditions precedent) are satisfied or waived, with the consent of the security trustee (or its delegants).

PROVIDED FURTHER THAT paragraphs (i), (ii) and (iii) of this Resolution will take effect only if the conditions in (a), (b), (c) and (d) above are cateful or waved by too later than 365 days after the date on w

MESOLUTION 2

(i) repress and authorises the Treatee (or its delegate(s)) to, subject to their being indemnified to their standardon against any costs or isobilities involved, register the claims of the Bondholders and the Treatee in any debt composition plan dust may be proposed by the Issuer, order the Bandruptey Law of the Republic of Indonesia in order to implement the Restructuring Framework (the Composition Plan) and to vote in Involut of the Composition Plan in circumstances where insufficient of creditors affected by the Restructuring Framework have either (a) agreed to be legally bound by the documentation implementing the Restructuring Framework (subject only to the conditions precedent in the Security Treat Deed and Common Terms Agreement) or (b), in the case of holders of (i) the U.S.\$4125,000.000 9.75 per cent. Notes due 2001 of the Issuer (ii) U.S.\$200,000,000 8.75 per cent. Grammaned Bonds the 2003 issued by Astra Oversess France B.V. and unconditionally and irrevocably guaranteed by the Issuer and (iii) the Rupinh 400 billion bonds due 2002 of the Issuer (ingether the Other Roads), have passed resolutions which under their nespective terms and conditions, upon becoming effective have the same bigading effect on all holders of such Other Bonds as the Etimevelinary

(ii) acknowledges and agrees that the Typisge (and its delegate(s)) shall not be under any liability to the Bondholders by reason of it acting in accordance with the records in (i) above Province) that the authority conferred on the Truster (or its deleganc(s)) in (i) above shall expire 365 days after the date on which this Resolution is possed.

Bondholders, should now this upon exproved by (1) these creditors affected by the Composition Plan (the Affected Creditors) who represent a temporary in tumber of Affected Creditors and two thinds by value of the Restrictur Debt and (2) entitioning by the Commercial Court of the Republic of Indonesia, the Composition Plan will, under Indonesian law bind all Affected Creditors, including the Bondholders.

Assument of the Restructuring Framework, the current drafts of the Security Trust Deed and Common Terms Agreement, the New Trust Deed and the terms and continues of the New Dollar Boards and the paying agent agreement relating to the New Dollar Boards may be inspected, and copies of the voting certificates and other documents referred to above may be obtained, by Boardholders from the specified office of any of the Paying Agents given below on or after 19th, April 1999 and (with the exception of the voting certificates) at the Meeting itself.

The Explanatory Statement which provides further information on the Restructuring Francework, the business and financial condition of the Issuer, the rationale for the Restructuring Francework, the procedures for exchange of interests in the Bonds for interests in the New Dollar Bonds and other manters relevant to the Extraordinary Resolutions will be released by the Issuer on or around 12th April 1999. Copies will be sent to the Trustee, the Bisting agent for the Bonds, the Registrar and Trusteer Agent, the Principal Physiog Agent and other paying agents, Euroclear and Cedelinant and will also be available upon request from the Issuer at the address specified below. The attention of Bondholders is particularly drawn to the quorum required for the Morting and for an adjourned meeting which is set out in paragraph 2 of Voting and Quorum below.

individually in registering their claims and voting in the Composition Plan is to be implemented at a time when the Eurocothory Resolutions set out in this notice have not been passed is possible that the Composition Plan could be passed without the Eurocothory Resolutions being passed if a majority in number of all Affected Creditors holding two thirds of the Restructured Debt so agree. Those Bondholders who are prepared to co-operate by providing as appropriate power of astorney should contact Bankots Trustee Company Limited on fact (44) 171 982 3372 directly to obtain further i

A Bondholder wishing to anend and vote at the Meeting in person must produce at the Meeting either his Bond's), or, in the case of Bonds issued in benear form (Bearry Bonds), a valid voting centificate or valid voting the benear Bond's), in respect of which he wishes to vote. A holder of Beuter Bonds not wishing to attend on his behalf or may require a Paying Agent to issue a Stockwoing instruction instruction and vote at the Meeting in person may either deliver his Bester Bood(s) or voting certificate(s) to the person whom he wishes to attend on his behalf or may require a Paying Agent to issue a Stockwoing instruction instruction shall be deposited with a Paying Agent not less than 24 hours before the time fixed for the meeting (or, if applicable, my adjournment of such Meeting). The proxy so appointed shall produce at such Meeting a notatially certified copy of each such block voting instruction and may also be required by the Trustee to provide satisfactory proof of its appointment.

A holder of Boack in registered form (Registered Boach) may by an instrument in writing in the English language signed by that Boacholder or, in the case of a corporation, executed under its common seal or signed on its behalf by an automay or a duly authorised officer of the corporation, appoint any person as his or its proxy to act on his or its behalf in connection with the Meeting. The form of proxy is available from the specified office of a Transfer Agent set out below and must be delivered to such office not baser than 24 hours before the time fixed for the Meeting. Any holder of a Registered Board which is a corporation may, by delivering to the specified office of Transfer Agent set out below not later than 24 hours before the time fixed for the Meeting a resolution of its directors or other governing body in the English language, authorise any person to act as its repretentative in

QUORDAY
2. The quorum required at the Meeting for the passing of the Encaordinary Resolutions set out above is two or more persons present holding Bonds or voting certificates or being proxies or representatives and holding or representing in the aggregate not less than three quarters of the principal amount of the Bonds for the time being constanting. If, within 15 minutes from the time fixed for the Meeting a quorum for the passing of the Encaordinary Resolutions is not present at the Meeting, the Meeting will stand adjourned for such period (not being less than 14 days nor more than 42 days) and to such piece as may be decided by the Chairman of the Meeting. At such adjourned meeting the quorum shall be two or more persons present in person holding Bonds or voting certificates or being proxies or representatives and holding or representing in the aggregate over one quarter in principal amount of the Bonds for the time being constanting.

3. Any question submitted to the Meeting will be decided on a show of hands unless a poil is duly demanded by the Chairman of the Meeting, the Issuer, the Trustee or by one or more persons present holding one or more Roads or voting certificates or being proteins or representatives and holding or representing in the aggregate not less than 2 per cent. In principal amount of the Bonds then constanding. On a show of hands every person who is present in person and produces a Bond or voting certificate or is a proxy or representative shall have one vote in respect of each U.S.55,000 so produced or sed by the voting certificate so produced or in respect of which he is a proxy or representative. In case of equality of votes, on both a show of bands and a poll, the Chairman shall have a custing vote in addition to the

MER(P) (IL and) superply the bash punes as a groundinger of as a project of a noticel centilicate on as a broad on influencements sed, the Estratorimany Resolutions require a majority in favour contrissing of not less than three quarters of the votes cast. If passed, the Extraordinary Resolution(s) will be binding upon all Bondholders, whether 4. To be passed, the Estracordinary Resolutions require a majority in favour consisting of not less than three quanters of the votes cast. If passed, the not pretent as the Meeting, and upon all the holders of coupons relating to the Boads and each of them shall be bound to give effect to it accordingly.

PRINCIPAL PAYING AGENT AND TRANSPER AGENT PAYING AGENTS AND TRANSPER AGENTS RECISTERED AND TRANSFER AGENT FOR REGISTERED BONDS P.T. Astra International This.

Wisme 46 - Kota BNL 1 Appold Street Il Jend Sudirman kay, I. Broadgate, London EC2A 2HE, Jukarta 1220, Indonesia Att: Astra Debt Restructuring Team Phone: +6221 5714206/7 or +6221 5711555 Fax: +6221 5714233/2

Phone: +44 171 982 2771 Fax: +44 171 982 5782

Bankers Trust Luxembourg S.A. Swiss Bank Corporation clo Bankers Trust Company
33 Old Broad Street London ECON INZ.

Bankers Trust Company Four Albany Street New York New York 10015 USA

emell: turi@zi.astra.co.id or unic@zze.estra.co.id Dated 7th April 1999 THIS NOTICE IS IMPORTANT. IF BONDHOLDERS ARE IN ANY DOUBT AS TO THE ACTION THEY SHOULD TAKE THEY SHOULD CONSULT THEIR STOCKBROKER, LAWYER, ACCOUNTANT OR OTHER PROFESSIONAL ADVISER WITHOUT DELAY.



McDonough: sees the framework as realing on three pillars

You're dying in Böblingen

ه المان الاجل ا

Oddly enough, you're killing them in Munich. What you can't give away in one place is flying off the shelves in another. Enter something called e-services. Picture this: Your products all over the country are electronically networked so you can adjust their prices on the fly. Up in hot markets. Down in cold ones. Meanwhile, your entire supply chain adjusts itself for you (you're at home in bed, so why don't we keep you there for now). Trucks are mobilized. Inventory is rerouted. The laws of supply and demand work together with the sole aim of putting money in your pocket. By the time you go to work tomorrow the only one dying is your competition. What's going on here? Money is being made. A lot of money. In ways we've barely imagined until now. Businesses and services are using the Internet not as an advertising vehicle or even as a collection of web-sites, but as a catalyst for the service-based economy. The next chapter of the Internet is about to be written. And it will have nothing to do with you working the Web. Instead, the Internet will work for you. www.hp.com/e-services

The next E. E-services.



Clocks deadline threatens ships' navigational systems

By Charles Batchelor, Transport Corresponden

The navigational systems of older ships may fail at midnight on August 21 when satellite clocks are reset, the International Maritime Organisation warned yester-

The "clock" which controls the global positioning system used by ships masstops at midnight on the was developed by the US Air experience problems when navigational equipment tor at the International night of August 21-22 and Force. The atomic clocks in the week counter is reset. "It could endanger lives or dam- Chamber of Shipping, said restarts immediately from

Just as some computers may not recognise dates in the next millennium, some of the older GPS receivers on ships may not recognise the date after August 21, said the IMO, the United Nations shipping agency.

GPS is a positioning sys-

ters to plot their course tem using satellites which

base date in January 1980 and run on 1,024-week cycles. On August 21 the clocks reset themselves to week 0.

Equipment supplied since 1994 is likely to be pre-programmed to deal with this problem but older receivers. navigation equipment and time-keeping equipment may

is not clear how serious these problems will be," the IMO warned.

The receiver may interpret the new week 0 as January 6 1980 and might then stop tracking any satellite or its systems might not perform accurately.

Manufacturers and shipping organisations warned that at worst a failure of age the financial health of the shipping company.

But in comments to the UK parliament's transport select committee last November, David Rowlands, a senior department of transport official, said affected receivers "would not generate false readings but would simply fail."

John Joyce, marine direc-

shipowners were being advised to consult the manufacturers of their systems or acquire cheap handheld positioning devices to check their on-board systems.

Ships' captains were advised not to rely on any single system for obtaining their position. Many used traditional methods such as the sextant to establish their

Even when the GPS dead-

position and plot their with the year 2000 problem course. ping industry, the IMO said that the chance of finding clocks which are up to a equipment others in the transport chain might affect them. Contingency plans possibility of simultaneous line is passed the shipping failures of ships and port

Bananas, beef... now peaches are highlighted in grocery 'war'

Gautam Malkani reports on another long-running trade dispute between the US and the European Union

Randy Fiorini has managed to avoid diverting land and tractors to other commodities such as wine grapes or almonds.

Many of his fellow peach growers, locked in a bitter trade dispute with the European Union for nearly 18 years, are no longer just trying to salvage their export market but are now fighting for shelf space in American supermarkets.

While the US bas vigorously fought the EU over bananas and hormonetreated beef, the 700 Californian growers who make up most of the US canned peach industry are still engaged in the most protracted of transatlantic trade disputes. Despite this the conflict has a low profile in Washington where people are only too happy to volunteer their

It was not always this calm. "We came to the brink of retaliation two or three times over canned peaches, says Leonard Condon, a former US trade official who worked on the issue during

The US argues that EU subsidies to domestic peach canners are excessive, impairing negotiated trade practices and helping the Greek industry dominate the

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plike others in the global market, it goes back ington or Brussels and get canned peach industry to a successful 1981 chal-in northern California, lenge in the General Agreement on Tariffs and Trade, the World Trade Organisation's predecessor.

The dispute was theoretically resolved in a 1985 US-EU canned fruit accord subsequently confirmed by the Uruguay Round of the Gatt - regulating the level of support. Since then, not only have both sides disagreed on whether these levels have been adhered to and whether money intended for growers is instead enjoyed by canners through whom it is funnelled, but the original dispute has fundamentally metamorphosised.

It now includes accusations of fraud and the abuse of the system for disposing of excess production.

Mr Condon suggests that after so long there may be an element of trade dispute fatigue. "Their resources are limited in terms of how much noise they can make. how much they can afford to fly back and forth to Washtheir own legal adviser in Washington. Their political clout -

essential for getting an issue on the frontline - was never that large in the first place. Mr Fiorini, who chairs the California Cling Peach Growers Advisory Board, agrees that compared with beef. theirs is very localised production with strong support concentrated in Californian members of Congress. And while their plight was last year mentioned in resolutions passed by both the Senate and the House of Representatives, this has not sold more peaches.

Other reasons why canned peaches lie in the shadow of bananas and beef are intrinsic to the complaint against the EU itself. "Maybe ours is a lot more complicated." admits Mr Fiorini.

Indeed, the banana and beef disputes are couched in terms of service and distribution agreements and health, thereby avoiding any entanglement in the deli-

(1000 cases)	US	Greece	Chale	Other	Total
1970-73	2,555	1,431	130	8.516	13,034
1980-83	1,843	5,195	220	6,957	14,221
1990-93	943	14,309	1,042	6,471	22,785

Canned peaches - world sales



FINANCIAL TIMES

FT-City Course

12 April - 1 June 1999 Barbican Centre, London

FT-City Course provides an excellent introduction to London's financial markets and institutions. Arranged twice a year by FT Conferences and City University Business School, the course runs over eight weekly afternoon sessions and covers a wide ranging syllabus which includes 24 City practitioners sharing their knowledge and experience.

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rican peach farmer checks his crop. US exports of canned peaches have failen in recent years

EU agricultural support. But others argue their case is also weaker. Tassos

Haniotis, the EU's agriculture councillor in Washington, claims the reason the dispute has dragged on is because there is no concrete case. According to his interpretation of the accord, "subsidy" is a misnomer, it is instead a "refund" - the questionable distinction being whether or not it exceeds the difference between the average world price and the domestic support price for growers. "There is nothing in the current rules that says that these particular type of refund are not allowed... Had this been a subsidy we would have been challenged

While he argues that in

in the WTO." says Mr Hani-

cately balanced system of 1997 EU reforms shifted ering the EU's position submore support from canners directly to growers and capped the money available for disposal of surpluses, he acknowledges that measures have had to be taken to combat fraud - which itself is hardly unique to canned peaches. "Fraud is a violation of a system, it's not an indication that a system is wrong," he says, insists it is simply a case of

He also highlights other factors which hamper US competitiveness such as Californian competition for water, a strong dollar, and overcapacity in the canned fruit industry. Indeed, while the US

Argentina, South Africa and Australia, much has changed since the original Section 301 filing and favourable Gatt ruling. The USTR - which is currently consid- are just standing by."

mitted last month in informal talks - says it is still pursuing negotiated solutions before considering referral to a dispute panel of the WTO. Mr Fiorini says he is grateful that the USTR has pursued bananas and beef hormones, "as much as we'd like it to be peaches". Nevertheless, while he

waiting their turn, he also admits the prospect of taking the conflict to the frontline of the WTO now also depends on the fortunes of the more prominent groceries. "We would love to go to the WTO but we don't counts the support of Chile. know exactly what the outcome would be and until beef and bananas successfully make their way through and we find the results are meaningful we

Shipowners should be alert to the GPS problem in advance of the changeover and fixing all year 2000 prob-

weekend because some ships may have receivers with shipowners modified their week fast. Others may be up to a week slow, said Mr

industry still has to cope

lems was "small". Even if should take account of the

Pick-up in sales of lift trucks

By Peter Marsh In London

Sales of lift trucks in Europe rose last year by 14 per cent, higher than might have been expected from the relatively weak state of the continent's economy. The growth is related to efforts in much of manufacturing and retailing to move goods as rapidly as possible through the distribution chain and cut down on inventory bills.

According to Jungheinrich of Germany, Europe's second biggest lift truck maker. 206,000 lift trucks were sold in Europe last year, after 180,000 in 1997. The growth followed a 16 per cent yearon-year rise in sales of the machines in 1997, compared with the 155,000 sold in 1996. Hans-Peter Schmohl. Jungheinrich's chairman,

said the strong demand was linked to the increasing requirements for companies to shift products "with the maximum flexibility and the lowest costs" from their warehouses to customers' premises. Lift trucks annual sales of which in Europe are valued at about \$3bn - form an essential part of this process According to Junghein-

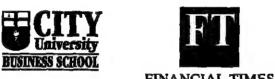
rich's figures, which include some parts of eastern Europe as well as the main west European countries, roughly half the lift trucks sold last year in the continent were specialist vehicles for moving goods in warehouses, while the rest were more general purpose "counterbal-

ance" trucks that mainly see service in goods yards and on factory floors.

The rapid growth in use of the machines in the past two years has confounded pessimists in the industry who thought that the muted economic growth across Europe might curb investment in. this type of equipment. However it appears that the shift "just in time" deliveries and the consequent need for relatively low-cost handling systems has given a spur to the main lift-truck companies operating in Europe. The biggest of these is Linde, also of Germany, with an estimated 38 per cent of the market, while Jungheinrich is thought to have accounted for just under a quarter of last year's total sales of the

machines in Europe. Other big companies selling lift trucks in the continent include Nacco of the US

and Toyote of Japan. According to Mr Schmohl, growth in sales of the machines is likely to fall this year, to only about 2 per cent in units, with the market becoming more competitive. Industry specialists say that after such rapid growth since 1996, customers for lift trucks are likely to take a breather. Also, signs of a slowing economy in Germany - which buys one in every four lift trucks sold in the continent - are likely to peg back sales in this country after two years of strong





UK GOVERNMENT EURO TREASURY BILLS AND **BANK OF ENGLAND EURO BILLS**

AUCTION NOTICE

For auction on 13 April 1999 The Bank of England announces the Issue by Her Majesty's Treasury of €700 million nominal of UK Government Euro Treasury Bills and the issue by the Bank of England of €300 million nominal of Bank of England Euro Bills, for auction on a bid-yield basis on

Tuesday, 13 April 1999. An additional €50 million nominal of Bank of England Euro Bills will be allotted directly to the Bank of England. 2. The Bills to be issued by auction will be dated 15 April 1999 and will be in the following maturities:

€200 million of UK Government Euro Treasury Bills for meturity on 13 May 1999,

€500 million of UK Government Euro Treasury Bills for maturity

on 15 July 1999 and €300 million of Bank of England Euro Bills for meturity on

The auction will be open to anyone who wishes to apply. A applications must be made on the printed application forms available on request from the Bank of England or, in the case of the market makers listed in the UK Government Euro Treasury Bill Information Memorandum (as supplemented) and the Bank of England Euro Bill Information Memorandum, by telephone. Completed application forms must be lodged, by hand, at the Bank of England, Customer Settlemen Services, Threadneedle Street, London not later than 11.00 a.m., London lime, on Tuosday, 13 April 1999. Payment for Bitts allotted will

Each application at each yield for each maturity must be made on a separate application form for a minimum of €500,000 nominal. Applications above this minimum must be in multiples of €100,000

be due on Thursday, 15 April 1999.

5. Applications must be made on a yield basis (calculated on the basis of the actual number of days to maturity and a year of 360 days) rounded to three decimal places. Each application form must state the maturity date of the Bills for which application is made, the yield bid and the amount applied for.

6. Notification will be despatched on the day of the auction to applicants whose applications have been accepted in whole or in part. For applicants who have requested credit of Bills in global form to their account with Eurocloar or Cedelbank, Bills will be credited in the relevant systems against payment. Definitive UK Government Euro Treasury Bills will be available in amounts of €10,000, €100,000. €1,000,000 and €10,000,000 rominal. Bank of England Euro Bills will not be available in definitive form. For applicants who have requested definitive UK Govornment Euro Treasury Biffs, Bills will be available for collection at Customer Settlement Services. Bank of England after 1.30 p.m. on Thursday, 15 April 1999 provided cleared funds have been credited to the Bank of England's Euro Treasury Bills Account No 50005516 with Lloyds Bank Pic, Bank Relations, St George's House. PO Box 787, 6-8 Eastcheap, London EC3M 1LL.

7. Her Malesty's Treasury and the Bank of England reserve the right to reject any or part of any application

8. The arrangements for the auction are set out in more detail in the Information Memorandum on the UK Government Euro Treasury Bil programme issued by the Bank of England on bohalf of Her Majesty's Treasury on 7 July 1998, in supplements to the UK Government Euro Treasury Bill information Memorandum, and in the Information Memorandum on the Bank of England Euro Bill programme Issued by the Bank of England on & April 1999 Ali applications will be subject to the provisions of this notice.

 The €50 million of Bank of England Euro Bills to be allotted directly to the Bank of England will be for maturity on 14 October 1999. These Buls may be made available through sale and repurchase transactions to market makers in order to facilitate sottlement.

10. Copies of the UK Government Euro Treasury Bill Information Memorandum (and supplements to it) and Bank of England Euro Bill Information Memorandum may be obtained from the Manager, External Debt, Foreign Exchange Division at the Bank of England (telephone number 0171 601 5982). UK Government Euro Treasury Bills are issued under the Treasury Bills Act 1877, the National Loans Act 1968 and the Treasury Bills Pegulations 1968 as amended.

6 April 1999





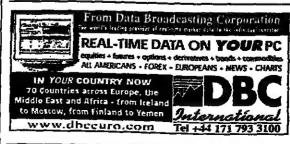


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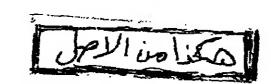


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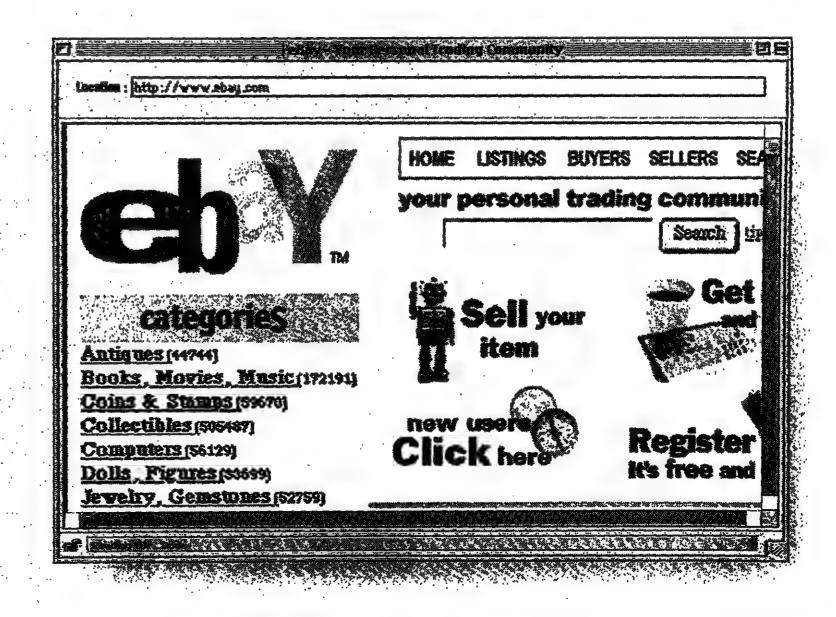
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FINANCIAL TIMES WEDNESDAY APRIL 7 1999

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ales

State-owned organisation to escape years

of commercial restriction, Alan Pike writes

Business pledge opens Scots campaign

By Brian Groom, Andrew Parker and James Buxton in Edinburgh

The Scottish National party will try to win over business people - many of whom have been alienated by its "tartan tax" policy - by unveiling proposals this week for a £117.75m (\$190m) package over three years to

help small businesses But Donald Dewar, the chief minister for Scotland in the UK Labour government, will underline Labour's business-friendly

taxes and fewer jobs. A Labour official said: "JP **Optimism** Post Office arms itself for global market battle rises in

by Christopher Admis, Economics Staff

many

Further evidence has emerged of a rebound in UK business confidence, easing fears that the economy will suffer a severe downturn.

companies

in one of the most upbest economic surveys to be published in recent weeks, the Confederation of British Industry, the principal UK employers' organisation. reported that optimism among companies operating in the consumer, business and professional service sectors has recovered strongly.

The quarterly survey, released yesterday, showed a big jump in confidence between November and March, with almost 40 per cent of firms in the hotels, catering and travel industries expecting conditions to improve in coming months.

Accountants, lawyers and IT specialists were also upbeat about their immediate prospects, though the rebound in business services was not as pronounced as in the consumer sector. The recovery follows successive interest rate cuts and reflects continuing growth in the value of business over three months. Employment on it as nugatory investhas also grown strongly.

credentials today when he announces an inward investment by JP Morgan, the US bank, creating 300 jobs for software engineers near

The battle over policies for investment is becoming a key issue in the May 6 election for the Scottish parliament. Formal campaigning began yesterday with Labour warning that a vote for the SNP would lead to divorce from the UK, higher

The Post Office will this

tle with global competitors

after "seven wasted years".

That is how John Roberts,

its chief executive, describes

the period - most of the

1990s - in which the man-

agement of the state-owned

Post Office pleaded with

ministers for more commer-

Post Office managers -

hampered by public sector

investment restrictions and

a requirement to return

most profits to the govern-

ment - feel they have been

reduced to a spectator role

in the rapid restructuring of

European post and distribu-

German Parcel, Germany's

third largest private carrier

that in January became the

UK Post Office's first big

overseas acquisition, was

formed with a single van

just 10 years ago. Now it

handles nearly 100m items a

year and has annual sales of

2250m (\$402.5m). Its techni-

cal facilities are the envy of

While German Parcel was

growing, says Mr Roberts,

the Post Office was not

allowed to develop Parcel-

force, its own parcels opera-

tion, because the UK govern-

ment regarded money spent

cial freedom.

tion markets.

its new owner.

month form an interna-

tional division to do bat-

the UK and part of Europe. As long as it remains like that we will remain a key inward investment pros-

The SNP was criticised by business leaders last month when it unveiled plans to maintain the basic rate of income tax at 23 per cent next year when it is cut to 22 per cent elsewhere in the UK. There was particular concern about unincorporated businesses, largely sole

Approval to purchase Ger-

man Parcel was the first

demonstration of the govern-

ment's promise to ease

restrictions on the Post

Office. The ministerial strat-

egy for freeing the corpora-

tion while retaining its pub-

lic sector status will be

outlined in a white [policy]

paper in a month. "We need

a lot of detail on issues including borrowing, invest-

ment and regulation," says

He predicts a future in

which Europe will be domi-

operations. The UK Post

Office, along with those of

the Netherlands, France and

Germany are the market

leaders but may not remain

The Netherlands post

office three years ago

acquired TNT, the Austra-

lian distribution group, set-

ting a possible trend for

dominant organisations to

form similar public-private

sector amalgamations, or

even crossborder mergers

petween state post offices.

Mr Roberts envisages

postal and distribution

groups coming together to

offer global networks along

similar lines to British Air-

ways' one world alliance

with overseas airlines.

Smaller national post offices

would agree partnership

nated by as few as four

perhaps three

Mr Roberts

which pay income tax rather than corporation tax.

The party will announce the package as part of its manifesto tomorrow About £30m a year would go towards reducing the business rates burden, at least half of it to cut rates for the 50,000 smallest businesses by £300 a year. It also proposes 19m over three years for rural businesses hit by higher fuel costs, £15m for a business innovation fund,

and £3.75m to ease the

and national insurance.

The Federation of Small Businesses last night welcomed the plan, even though it fell short of the 250m a year it was seeking. The cash would come from money saved from the UK government's budget for Scotland. Alex Salmond, the SNP

leader, launched his campaign yesterday insisting that the 1% on tax to fund extra spending on health, housing and education Scottish budget.

to hide its central purpose not be necessary if "some slack" could be found in the

Morgan certainly sign up to traders or partnerships, administrative costs of tax would be the "defining issue" of the campaign. He played down the party's plan for a referendum on indepenpostcard containing 10 campaign pledges. Mr Dewar accused the SNP of "trying Jim Wallace, the Liberal Democrat leader, said his party was prepared to put 1p on tax to fund higher educa tion spending, but it might

NEWS DIGEST.

MERGERS AND ACQUISITIONS

Companies 'lag behind non-UK counterparts'

UK companies are lagging behind their counterparts elsewhere in Europe and in the US and in making acquisitions in Europe, according to a study by Close Brothers

Corporate Finance, a corporate advisory house. John Llewellyn Lloyd, chief executive of Close Brothers, said: "UK companies still seem strangely reluctant to take. firm steps on to the continent. In the meantime, their competitors in the US and Europe are moving quickly forward to establish solid bridgeheads in what is now the world's second largest market."

in the past three years, the total value of cross-border merger and acquisition activity in Europe has more than doubled to £321.6bn (\$517.8bn). But the value of acquire tions by UK companies on the continent has fallen from: £6.1bn in 1996 to £5.3bn in 1998. The figures exclude last year's £20.9bn Astra/Zeneca deal. The study shows that two out of every five acquisitions in Europe are now being made by overseas companies, and nearly half of the total value of European M&A activity involves a cross-border deal. The value of acquisitions by European companies into the UK has tripled. Sathnam Sanghera, London

KOSOVO CAMPAIGN

Assurance on tax burden

Gordon Brown, chancellor of the exchequer, dismiss fears yesterday that the public finances could be stretched by the costs of a prolonged campaign in Kosovo and repeated his assurance that the tax burden would fall next year. Although the government's contingency reserve for next year is only £2.5bn (\$4bn), Mr Brown indicated it was sufficient to cope with the costs of the campaign in Kos-

"It is a matter of burden sharing between the silies, but our prudence over the last two years, since we came in government, of cutting the deficit, allows us to plan for contingencies such as this." David Wighton, London

RAIL NETWORK

Franchising director named

Mike Grant, a former financial controller at Eurotunnel, operator of the Channel tunnel between France and England, is expected to be confirmed today as franchising director charged with steering the crucial renegotiation of rail franchises with train operating companies. Mr. Grant is a former colleague of Sir Alestair Morton, previously cochairman of Eurotunnel and now chairman of the strategic rail authority. Charles Batchelor, London

MOBILE PHONE SUBSCRIPTIONS

Four operators' shares surge would simply eat away at

Shares in the UK's four mobile phone operators surged in London yesterday on news of better than anticipated aubscriber numbers for the January to March quarter. Traditionally a quiet period for the cellular industry following the Christmas boom, the operators added collectively aimost 2m net new customers in the period, only slightly less than the 2.54m put on in the preceding three months. The total for the UK is now almost 15m, indicating that roughly one in four British citizens now owns a mobile phone.

Vodations consolidated its lead in the UK market adding a net 700,000 subscribers in the quarter, bringing its total to 5.57m. Its shares rose to £12.07 from £11.82 yesterday. Celinet exceeded analysts expectations adding a net 479,000 in the quarter bringing its total to 4.52m. Shares In British Telecommunications which has a majority stake in Celinet rose to £10.89 from £10.28. Orange added 370,000 net new subscribers in the quarter for a total of 2.53m. its shares rose to £9.261/4 from £8.94,

One-2-One, whose owners, Cable and Wireless and US West, put the company up for sale last month, saw 329,000 net new subscribers join in the quarter giving a total of 2.53m. Alan Cane, London

TEACHERS' PAY PROPOSALS

Government softens stance



The government signalied its readiness yesterday to back down over radical proposals to force schoolteachers to accept a tough new contract in return for higher pay. Classroom teachers were warned in January that, in order to receive a 10 per cent pay rise worth up to £2,000 (\$3,220), teachers would "have to make a fuller professional contribution to teaching and learning at the school". Estelle Morris, education minister, told the NASUWT teachers' union that good teachers would be "rewarded for the extra effort they are already put-

ting into the job" under the new pay structure planned for next year. The unexpected move, softening the government's hardline stance, marked a new conclinatory approach after a hostile reaction by the larger and more militant National Union of Teachers last

In an allied concession, Ms Morris postponed the full introduction of a new appraisal system - seen as a key plank of the planned performance-related pay structure until next year. Together, the concessions underline ministerial anxiety about taking on the teaching profession, which is promising industrial action if the government does not rethink its wider plan for reforming teachers' pay and conditions of service. Simon Targett, Eastbourne

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Island to reject part of offshore financial report

with national postal admin- universal, single-price

istrations. They would prefer monopoly. We have no

a straightforward reduction choice but to compete.

By Clay Harris in London and Philip Jeune in Jersey

As German Parcel graw, says John Roberts, the Post Office was not allo

divulge how much they paid

for German Parcel, though

there has been speculation

By 2008, further liberalisa-

tion of EU postal markets

will intensify cross-border

competition. One potential

approach to the next phase -

deregulating specific catego-

ries of material, such as

direct mail – is unpopular

that it was about £300m.

deals with main operators.

The importance of the Ger-

man Parcel acquisition is

that it gives the UK Post

Office immediate access to a

throughout Europe. German

Parcel holds 23 per cent of

shares in General Parcel, an

international operation serv-

Competition for acquisi-

tions is intense in the Euro-

pean market. Post Office

managers have refused to

network

distribution

ing 30 countries.

The Isle of Man, the UK dependency off the north-west coast of England, does not plan to follow all the recommendations of last year's UK government review of offshore financial

The island's council of ministers yesterday described its response to the report, by Andrew Edwards, a former Treasury official, as "positive but not slavish". John Cashen, chief financial officer, said: "Where we are saying 'no', they are not maior disagreements.'

Mr Edwards generally endorsed the arrangements for financial regulation in the Crown Dependencies. which include the Channel Islands of Jersey and Guernsey between England and France, as well as the Isle of Man. But he made a number of recommendations for changes on each of the three

The Isle of Man government is the first to respond formally. It proposed an immediate moratorium on the creation of a class of non-resident companies. which had been criticised by Mr Edwards as "attractive vehicles for evasion of taxes in other jurisdictions". The island would regulate

corporate service providers and transfer regulation of companies from the General Registry to the Financial Services Commission.

in the existing weight and

the UK's boundaries and

hide from the way world

postal services are reshap-

ing, even if we wanted to.

our market and undermine

the basis for maintaining the

"Overseas competitors

We could not stay within

price monopolies

says Mr Roberts.

It said it would establish an ombudsman facility, and signalled its willingness to amend a double taxation agreement with the UK. But the island did not plan

to merge the FSC and Insurance and Pensions Authority into a single regu latory body, it also sald members of Tynwald, the island's parliament, would continue to act as non-execu tive chairmen of the two

It also rebuffed Mr Edwards's call for changes to local law and practice relating to trusts.

Tynwald is to consider the report on April 20, in time to deliver an official response before the next scheduled meeting in May between a UK government minister and representatives of the three islands. Jersey and Guernsey

authorities are co-operating

closely on their response to the Edwards review. Richard Pratt, director-general of Jersey's Financial Services Commission, said yesterday: "We've agreed a 'no surprises' policy so that we what's going on in each

BSkyB offers assurance on soccer bid

by Dentel Wighten and Cathy Newman

BSkyB, the satellite broadcaster owned in part by Rupert Murdoch's media empire, has offered to exclude the Manchester United soccer club from negotiations on Premier League television rights in an attempt to persuade the government to allow its pro-

posed takeover of the club. BSkyB has written to Stephen Byers, chief industry minister, saying it would vent it gaining access to confidential information about

rights. The company has also given assurances that Manchester United would not initiate any break away from the Premier League. ments BSkyB made to the Monopolies and Mergers Commission, whose report on the takeover was delivered to Mr Byers three

There was speculation vesterday that Mr Byers might announce his conclusions before the House of Commons returns from its Easter recess on Tuesday.

BSkyB wrute to Mr Byers following recent reports that rival bids for broadcasting ministers were concerned

about the enforceability of any conditions imposed on BSkyB regarding transfer of information. BSkyB is understood to have insisted in its discussions with the MMC that there is no risk of information leaking under the current Premier League procedures. It pointed out rival television bids are considered by a committee of league officials and then put to a closed meeting of club

chairmen which continues until a decision is reached. Although BSkyB claimed the rules prevented it gaining any privileged informa-

tion it said it would agree to the club being excluded from

the meeting. Its one caveat was that any other clubs owned by television companies would be excluded and that if there were more than three such clubs the offer would be withdrawn.

Mike Hilton, an analyst at Dresdner Kleinwort Benson, said "Chinese walls" commonly used in investment banks could be put in place between the club BSkyB. The Independent Television Commission, the industry regulator, has argued that the managements of soccer clubs are not strong enough to abide by any conditions attached to

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Ly Vadimir Bogachov; Apr

BERLIN Mood conducts Johan

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AV PERSONAL

A chaste, decorous Salome

OPERA DAVID MURRAY

At the English National revived his 1996 production of Richard Strauss's Salome. It is far and away the least "decadent" account of the piece that I have seen, or this mostly new cast; and in any case, Leveaux's chaste basic staging gives no house-

room to the usual excesses.

to have Salome's final, disastrous monologue tricked out with a pre-rehearsed troupe of campy mimes and dancers. Here Herod's court is merely enjoying a decorous soirée. Not only is John Graham-Hall's sober, incisively sung Herod stripped of his usual archness and neurotic extravagance (though they are in Wilde's original text and Strauss's music), but Elizabeth Vaughan's deliclously crisp Herodias -Silja's haughty witch - has a

Queen Mums. Nor has the designer Vicki Mortimer taken the usual visual cues from Gustave Moreau and Klimt. Her set is that was the problem! just a corner of some crumbling fortress, good enough lam is emphasised here by for many an act in middleperiod Verdi operas. It does unnaturally naturalistic and have inbuilt log "steps", and gory, soaking through Sala metal ladder, too, upon ome's dress while she sings which people constantly, to it before she snogs it precariously climb up and and all brightly lit, not in down (some more nervous the customary decent shadthan others) to no evident ows. (For the first Covent purpose; but it does not sug- Garden performances of Saigest a society foundaring ome, Lord Chamberlain for-

"Dance of the Seven Veils" high on those steps in a gym-slip (with long panels fore and aft, but no veils). That is perhaps the clue: far from Oscar Wilde's original, over-excited conception -"Her lust must needs be infi-Opera, David Leveaux has nite...perversity without limits" - this Salome is a nice, sturdy young woman, neither sulky nor sly, who dislikes her stepfather Herod but is suddenly and indeed heard - at least with strangely captivated by his captive prophet "Jokanaan"

(John the Baptist). That is how Tierney sings and plays her: with a beauti-It is a relief, certainly, not fully clean, sustained vocal line, innocent of riper suggestions, and the fresh open

> The brilliantly skittery musical allure is underplayed, and

we rather miss it

nothing like Astrid Varnay's face and gym-going figure of bibulous monster, or Anja a girl born to a pleasant, health-conscious life. And if disarming touch of the I read Wayne McGregor's choraography for her suggest relived memories of (step)child abuse. Asab, so

That it was a Severe Prob-Jokansan's severed head, Even Vivian Tierney's Sal- all.) The grossness of the act vour while recuperating impersonated with figur.



head, but a latex fake, and Tierney is faking making love to it. At that moment,

ns think? Matthew Best invested Jokansan with sonorous fertious Jewish scholiasts

Brocq's lovelorn tenor Narraboth is virile and upstanding, the two Christ-wise Nazarenes warmly delivered by Mark Beesley and David Kempster, the five disputa-

tively attuned to this score contemporary shocks of Wilde's text, amid incessant chromatic flickering and Further performances at the outre orchestral effects. ENO tenight, April 10 (early

many of his words). Mark Le Atherton: efficient as musical nodes fairly enough. always, but not imagina- he normatises it all in his plain British way. The brilwhich was most deliberately liantly skittery musical composed to reproduce the allure is underplayed, and we rather miss it.

NEW YORK OPERA SUSANNAH

Resurrection at the Met

Carlisle Floyd, an obscure adolescent enamoured of young professor at Florida Susannah, was assigned to State University, supervised the first production of his Little Bat is an ungrateful third opera, Susannah, a character, but McVeigh was retelling of the biblical story, vocally more than satisfying. transported to the isolated mountains of Tennessee. The nah is its superficiality: the opera was an immediate success, and has been produced hundreds of times elsewhere in the US and also abroad Floyd draws on the Ameri-(Lyons, Vienna, Berlin). Floyd went on to write other successful operas - his Of with scant flair (you have Mice and Men was recently revived at the New York Thomson did with the same City Opera - while he continued teaching.

Now, after almost 50 years, he has achieved the supreme accolade: he has reached the Metropolitan Opera in New York, where a new staging of Susannah has opened, enthusiastically received by the unpredictable Met audi-It is not hard to explain

the warm reception. The story is straightforward (betrayed innocence violently avenged), the music is easy and attractive, and there are meaty roles for two accomplished singers. At the Met, the title role was in the hands of Rense Fleming, a favourite with the public, and deservedly so: earlier this season, her noble, affecting Countess Almaviva threatened to eclipse even the brilliant Susanna (Mozart's, that is) of the effervescent Cecilia Bartoli.

And, as the villainous itinerant preacher Olin Blitch, Samuel Ramey was in dark, splendid form. His long. Bible-thumping sermon in Act Two was the focal bravurs moment of the opera, in dramatic contrast with the heroine's sweet, sometimes folksy songs.

There are two tenor parts: Sam, Susannah's drunken but devoted brother, was convincingly interpreted by Jerry Hadley, more familiar in lyrical, tender roles; Little

Forty-four years ago, Bat McLean, an ingenuous

The trouble with Susantext is humdrum, the music is skilful, even tuneful, but it illustrates, without probing. can tradition - folk tunes, hymns, square dances - but only to think of what Virgil sources). Until recently, this opera was staged largely by local companies in small theatres, and though in New York the sets (by Michael Yeargan) take up plenty of space, they have an enlarged look, out of proportion to the linear simplicity of the plot and the honest, realistic, but generally predictable acting of the principals, as directed by Robert Falls.

As usual at the Met, the small roles were tellingly executed; the quartet of nasty church-going women, sung by Jane Dutton (Mrs Gleason), Jennifer Welch (Mrs Hayes), Joyce Castle (Mrs McLean) and Jane Shaulis (Mrs Ott), were a formidable unit; the chorus an important actor in the story - was also alert, and James Conlon drew strong, tightly paced playing from the Met orchestra.

On its own terms then, this Susannah worked, and the opening-night audience showed its approval. There is room for this opera in the repertory, when there are Flemings and Rameys to sing it, as there is room for Cilea and Umberto Giordano in the Italian sector. If we cannot have towering masterpieces every night, we must welcome well-made

Spiritual dancing without the expected miracles

THEATRE IAN SHUTTLEWORTH

netry of Miracles Scottish Exhibition Conference Centre, Glasgow

Robert Lepage is a man who delights in bringing together in his presentations disparate elements, perspectives and personalities - this is the man, after all, who in his Needles and Opium gave us the combination of Jean Cocteau and Miles Davis. This time the odd couple are architectural pioneer Frank practitioners transcenden-Lloyd Wright and Armenian mystic Georgi Ivanovich

Gurdjieff. Wright's third wife, Olgivanna, had been a disciple of Gurdjieff, and their daughter lovanna, after a similar period, brought Gurdjieffian programmes of thought raining and spiritual dancing to

the holistic approach to architectural and engineering activities at Wright's Tallesin Foundation.

Founding a stage piece on the linkage between the father of "organic" architec-ture and the man who taught that individuals need to awaken from their spirimal sleep is an inspired move, the more so because Lepage's approach to theatre is fundamentally in sympathy with both men's philoso-phies - the Quebecois wiztally "awake" (in Gurdjieff's sense) to the storytelling, imagistic and emotional possibilities of theatre.

And yet Geometry of Miracles (which I saw as part of the peripatetic "Tramway@" programme in Glasgow), although taking the same approach as Lepage's previ- or two points, the "spiritual

integrate - and clash - with our masterpieces The Drugons' Trilogy and The Secon Streams of the River Ota, is only patchily wondrous.

Perhaps familiarity has begun to breed contempt; having grown acquainted with Lepage's brand of lateral thinking, we are no longer shocked and enchanted into new ways of seeing. When, for instance, the president of Johnson's Wax dictates a letter to his secretary, and tap-dances vigorously on the table to supply the clacking sounds of her ard is one of a handful of mimed typewriter, it seems a neat gimmick rather than a minor coup de théâtre.

As I watched Gurdieff hold a conversation with a giant rotating eyeball, instead of searching for symbolism within the play, my mind wandered to similar pranks by American art-rock band The Residents. At one

dances" seem no more than hackneyed theatre-machine

Lepage also, unusually,

leaves some connections unexplained and even unhinted at. We see that Roderigue Protesu (a Quebecker putting on a heavy Caucasian accent) doubles as Gurdiieff and the stalking, throat-singing Beelzebub who twice tempts Wright (Tony Guilfoyle in a first-rate sardonic performance) in the desert, and we may make vague connections with Christ, but nowhere are we told what Lepage plainly knows and a few of us might also, independently, have learnt that Gurdjieff's main prose work is whimsically entitled Beelzebub's Tales To His

Now and again, too. Lepage seems not to know when to stop. Gurdjieff's



frustration at his disciples' lack of individuality is fully conveyed within the first three minutes of a lengthy scene of dramatic follow-myleader, but on and on it goes.

Similarly, the piece as a whole seems to have about four successive codas. Lepage can keep an audience spellbound for seven hours and more, so to say of this

less than three-hour work that it begins to drag towards the end is serious. Of course, by anyone else's standards, it is a tremendous production, almost effort-

lessly reinventing space and modes of performance.

London, from April 14 (0171-452 3000).

INTERNATIONAL

Arts Guide

AMSTERDAM

DANCE Het Muziektheater Tel: 31-20-551 8911 Dutch National Ballet: programme combining the Dutch premiere of Acts of Light by Martha Graham, with the world premiere of Krzysztof Pastor's Bitter Sweet, and Balanchine's Symphony in C; Apr 8, 9

OPERA Netherlands Opera, Het Muziektheate Tel: 31-20-551 8911 Otello: by Verdi. Conducted by Carlo Rizzi in a staging by Klaus Michael Grüber, with a cast led by Vladimir Bogachov, Apr 10, 13

BERLIN Deutsche Oper Tel: 49-30-34384-01 Matthaus-Passion: Christopher Hogwood conducts Johann Bach's and Felix Mendelssohn's score; staged by Günther Lecker, Götz Friedrich and

Dietlinde Calsow; Apr 8, 10

BONN EXHIBITION Kunst- und Ausstellungs der Bundesrepublik Tel: 49-228-917 1200 www.kah-bonn.de High Renaissance in the Vatican: Art and Culture at the Papal Court (1503-34). The early 16th century saw Papal Rome establish itself as the centre of art in Europe: the Vatican commissioned work from such great artists as Leonardo da. Vinci, Michelangelo and Raphael. This exhibition displays some of the masterpieces that resulted, as well as detailing the contexts in which they were produced; to

LONDON CONCERTS Barbican Hall Tel: 44-171-638 8891 Glenn Miller Orchestra: conducted by Ray McVay performing wartime classics; Apr

Queen Elizabeth Hall Tel: 44-171-960 4242 Camerata Academica: in works by Mozart, with violin soloist Isabella Faust, and viola Tabea Zimmermann; Apr 7 Royal Festival Hali Tel: 44-171-960 4242 BBC Philharmonic: Endless Parade: Benjamin Britten is celebrated here in a performance entitled "Classics of British Music Since 1945. Conducted by Yan

Pascal Torteller and featuring the BBC Singers; Apr 10
London Philharmonic Orchestra: conducted by Leon Botstein in works by Wagner, Khachaturian and Dvořák; Apr 9

 London Philharmonic Orchestra: International Series featuring Hadyn's The Creation conducted by Sir Roger Nomington; Apr 11 Philharmonia Orchestra: conducted by Vladimir Ashkenazy in works by Bernstein, Gershwin, and Rimsky-Korsakov,

EXHIBITIONS

Hayward Gallery

Tel: 44-171-261 0127 www.hayward-gallery.org.uk Patrick Caulfield: major retrospective of the British pop artist; then touring in Europe and the US; to Apr 1.1 National Gallery Tel: 44-171-839 3321 Portraits by Ingres: images of an Epoch. 40 paintings and 50 drawings by the 19th century French painter. Includes major loans from museums in France, the US, and elsewhere; then touring to the US; to April 25

OPERA English National Opera, London Coliseum Tel: 44-171-632 8300 Mefistofele: by Boito. Conducted by Oliver von Dohnányi in a new staging by lan Judge; Apr 9 Salome: David Atherton conducts Richard Strauss' opera, starring Vivian Tierney as Salome

in David Leveaux's production;

Apr 7, 10

LOS ANGELES CONCERT Music Center: Dorothy Chandler Pavilion Tel: 1-213-365 3500 www.laphil.org Los Angeles Philharmonic: conducted by Hans Vonk and featuring Lars Vogt on piano in works by Webern, Mozart, and Schubert, Apr 7, 10, 11

MADRID EXHIBITION Fundación Juan March Tel: 34-91-435 4240 Marc Chagall: Jewish Traditions. 40 paintings by the Russian-French painter produced between 1909 and 1976. They detail Chagall's progression through such styles as Expressionism, Cubism and Surrealism; to Apr 11

NEW YORK CONCERTS Avery Fisher Hall, Lincoln Tel: 1-212-875 5030

www.lincolncenter.org New York Philharmonic: Uptown Blues - Ellington at 100: presented by Jazz at Lincoln Center in conjunction with the Philharmonic to mark the 100th anniversary of the Jazz great Duke Elilington. Brings together the Lincoln Center Jazz Orchestra (with Wynton Marsalis) and the New York Philharmonic (led by Kurt Masur). The program

features Ellington's compositions arranged by Marsalis along with a performance of the Peer Gynt Suite; Apr 8

Pierpont Morgan Library Tel: 1-212-685 0008 Collection in Concert From Bach to Berg: featuring John Aler (tenor), Krista Bennion Feeney (violin), Michael Kannen (cello) and directed by Laurie Smukler and Ira Weller, Apr 8

EXHIBITIONS Guggenheim Museum Tel: 1-212-423 3500 www.guggenheim.org Jim Dine: Walking Memory, 1959-1969. More than 100 works make up this survey of the American artist, including photographs, paintings and performance pieces; to May 16 Metropolitan Museum of Art Tel: 1-212-879 5500 www.metmuseum.org Our New Clothes: Acquisitions of the 1990s: presented by the Costume institute. Focuses on themes such as American Heroes which highlights designers Geoffrey Beene, Calvin Klein, and Giorgio di Sant'Angelo; to Aug 22

OPERA Metropolitan Opera, Lincoln

Tel: 1-212-362 6000 www.metopera.org Giulio Cesare: returns to the repertory with John Nelson conducting and Jennifer Larmore in the title role. Production by John Copley, sets designed by John Pascoe, and costumes by Michael Stennett; Apr 10

 Susannah: by Floyd. James Conlon conducts a new staging by Robert Falls, with a cast led by Renée Fleming and Samuel Ramey, Apr 9, 13

 The Queen of Spades: by Tchaikovsky. Conducted by Valery Gergiev in a revival of Elijah Moshinsky's staging. designed by Mark Thompson. The cast is led by Plácido Domingo (replaced by Yuri Marusin on Apr 3), Galina Gorchakova and Olga Borodina; Apr 7, 10

PARIS OPERA Opéra National de Paris, Opéra

Tel: 33-1-4473 1300 www.opera-de-paris.fr Lucia di Lammermoor: by Donizetti. Conducted by Bruno Campanella in a staging by Andrei Serban and Robert Carsen, with designs by William Dudley, Apr 8, 11

PERUGIA

EXHIBITION Galleria Nazionale dell' Umbria Tel: 39-075 574 1247 Beato Angelico and Benozzo Gozzoli: Renaissance Painters. Organised to mark the 500th anniversary of Fra Angelico's death, this show includes missing sections of his Polittico dei Domenicani; to Apr 11

TOKYO CONCERT Suntory Hall

Tel: 81-3-3584 9999 Japan Philharmonic Symphony Orchestra: conducted by Kazufumi Yamashita in works by Beethoven, Rodrigo, and Ravel and featuring Kaori Muraji on guitar, Apr 11

DANCE NMK Hall The Royal Ballet: the British company's tour opens with Swan Lake, Apr 11

EXHIBITION Bunkankira Tel: 81-3-3477 9999 Apéritif and Wine Poster Exhibition: a collection of Forney City Library of Paris. 200 apéritif and wine posters from the late 1800's to the 1960's; to Apr 25

TV AND RADIO WORLD SERVICE BBC World Service radio for Europe can be received in western Europe on medium wave 648 kHZ (463m)

EUROPEAN CABLE AND SATELLITE BUSINESS TV

 CNN International Monday to Friday, GMT:

06.30: Moneyline with Lou Dobbs 13.30: Business Asia 19.30: World Business Today 22.00: World Business Today Update

 Business/Market Reports: 05:07; 06:07; 07:07; 08:20; 09:20; 10:20; 11:20; 11:32; 12:20; 13:20; MARTIN WOLF

The road to hell

Having involved itself in Kosovo, Nato must win. This requires ground troops and military commitment for the indefinite future

Occasionally, economics must take second place. The war in Kosovo is such an occasion. This is a defining moment in the history not just of post-cold war Europe, but of the transatlantic alliance. Slobodan Milosevic has challenged Nato in the most brutal and calculated manner. He must not win.

No less a man than Bismarck, Germany's iron chancellor, famously remarked that the Balkans were not worth the bones of a single Pomeranian grenadier. This ethnic natchwork, border zone between religions and hotbed of irredentist myth has always been perilous, Opponents of outside

involvement can add three more general reasons for standing aside: that no significant western national interest is engaged; that it is inconsistent, indeed hypocritical, to haulk at President Milosevic's behaviour in Kosovo and tolerate equally grave ahuses elsewhere; and that it is particularly unwise to intervene within a sovereign nation. All these arguments have merit; none is decisive.

It is true that no vital national interest is engaged particularly for the US and the UK. It is ridiculous to justify this war by comparisons between Milosevic and Hitler. Yet it is at least equally foolish to concerns from the purposes of moralistic democracies. The urge to do something is not discreditable, provided results justify the action.

It is also true that the west seems inconsistent, at best, and racist, at worst, it is prepared to respond in former Yugoslavia, but ruled out action in Rwanda and has tolarated crimes elsewhere. Yet that it is excessively costly, or

counter-productive, to intervene against some abuses cannot mean it is wrong ever to do so. The calculation must depend on the scale of the wrong and the costs of halting it.

And yes, interventions in conflicts within sovereign states are particularly notion could too easily mean corts blanche for the strong to interfere in the internal affairs of the weak. Against this, however, is the fundamental principle that a ristie does not own its citizens. Some behaviour should deprive a state of the Declaration of Independence esserted of far less beingus offences than these.

Thus. Nato was not wrong n principle to intervene. But to be justified, in practice, its intervention had to have a good chance of improving the outcome. Chean gestures were not enough. On the contrary, a decision to intervene ineffectively could easily be worse than nothing. To this untutored eve. the intervention over Kosovo is, up to now, precisely that. President filoszylc has concluded be has nothing to lose and

ground would be not just a crime, but also a blunder. Yet that seems the probable outcome. President Milosevic has, as expected, announced a brief ceasefire. He may proffer the partition ovo, albeit vastly in the Serbs' favour. The west, warried over hundreds of

> be sorely tempted to agree. To do so would be to accept defeat. The British prime minister, Tony Blair. understands this. In an

thousands of refugees, will

much to eain from creating

an ethnically "pure" Kosovo.

Western bombing seems to

activity, while persuading more Serbs to support their

president. As for those who

trusted the west, they are

being murdered and exiled.

This is worse even than a

credibility of the west is now

at stake. That makes this a

question, at the very least in

be seen to win. This is both

Nato now has to win - and

out-of-area interventions.

imperative. A peace that

amounts to acquiescence in the facts created on the

vital interest. If President

Milosevic gains the day,

Nato's viability is in

have accelerated this



article published in the Sunday Telegraph over the weekend, he argued that our goal must be to ensure that these people can return to their homes. We cannot and must not accept Milosevic's ethnic cleansing." Mr Blair wills the ends. But do he and his colleagues, above all president Clinton, also will the means?

Those, like me, whose speciality lies not in military affairs can only harbour doubts. But the doubts are both pressing and

Did western political leaders take proper account of the probable response of president Milosevic to their ombing campaign? Did they think they could

halt the Serbian forces in Kosovo with air power? Do they believe that a limited bombing campaign treshivery error flow Milosevic to undo his brutal event at the nothiloe

Do they seriously hope that the Serbs, steeped in myths of national struggle and deprived of information about events within their own country, will round on the Milosevic regime? If, as I fear, the answer to

mestion?

all these questions is no. then this action has been fundamentally frivolous. That would be far from surprising: in President Clinton, the west has a eader almost uniquely ill-qualified, by temperame and personal history, to confront such a crisis. Nothing could be more tempting for a politician both horrified by the prospect of casualties and mbued with vague numanitarian aspiration than to hope that technology would give him, if not a victory without tears, a

pesture without regrets. If

so, he is wrong. What has happened is defeat. If not reversed, it becomes a It is harsh to throw all the blame on the US president. After all, Kosovo is, for Americans, truly a far-off place of which they know little. The countries directly concerned are European. with Germany and Italy the

most vulnerable of the big

member states of the

European Union, But

everyone knows that the

Europeans lack not just the means to intervene effectively, but the will to do so. It is as true today as half a century ago that the security of Europe remains in the hands of the US. The question now being raised is for how much longer this will remain the case. It is impossible to believe that a failure by Nato to impose its will on this small recalcitrant state can leave this alliance - or western credibility – undamaged.

"The Yugoslav crisis began in Kosovo, and it will end in Kosovo." This is a popular saying in the region If anything, it seems optimistic. But even if it proved true, what would be the impact of a Milosevic victory on the attempt to create a living transatiantic security partnership in the post-cold war world?

It is easy to sympathise with those who argue the west should never have involved itself in the death throes of former Yugoslavia. It may well be true that its interference over the last decade has made that unravelling even more horrible than it might otherwise have been. But it is far too late - and was always unrealistic - to take that position. The west is deeply involved. It has now reached the end game. It must put a firm limit on the activities of the man, who has, more than any other, exploited the dissolution for his own nefarious ends.

Nato must now win. It may have to accept partition of Kosovo, but it must be one in favour of the ethnic Albanians. I presume this means a ground invasion. I presume, too, that it means a vestern military presence in the region for the indefinite future and creation of an economic framework. through the EU, that promotes, in time, the emergence of a web of fruitful economic relations.

Yet the starting point must, as Mr Blair says, be victory over Milosevic. Nato did not have to begin this war. It chose to do so. Now, it has to finish it, on its terms. To enter the war may have been a mistake; to lose it would be a disaster. Nato has the means. Now it must will them.

Martin Wolfieft.com

LETTERS TO THE EDITOR

Smoothing China's path into WTO

From Mr Barber Conable. Sir, With Zhu Rongji, the Chinese premier, arriving in the US tomorrow, time is of the essence to stress the need for an international commitment to reaching an agreement on accepting China into the World Trade Organisation. A re-write of WTO rules is scheduled for later this year, which could complicate China's applica-

The US, Europe and others stand to gain a great deal from an agreement. China should be subject to the same trade rules affecting other nations. Given the size and rate of growth of its markets. China's accession

tionally, along with bigger. profits for any business that wants to sell to China. The World Bank has vigorously promoted trade liberalisation, and has cited collaboration with the WTO over Chinese accession as a means of strengthening the global China has already shown

how the the prospect of WTO membership can result in trade policies beneficial to the west. And WTO regulation of trade interaction with China could create a more stable Asia, favourable to the advancement of western political, diplomatic and security interests. The international community should NY 14005, means more jobs interna- press China to open its mar- US

details that could prevent an agreement that is good in most respects.

Both Chinese concessions and flexibility by existing WTO members will be required to reach a deal All concerned should work to conclude an agreement, and then move forward with establishing normal trade relations (formerly known as MFN. or most favoured nation status) for China.

Barber Conable president, World Bank 1986-91, 10532 Alexander Road

CBI has commissioned its own poll on euro

From Mr J. Adoir Turner. Sir. You report (March 31) that, according to a survey by Business for Sterling, the lobby group, only 41 per cent of British businesses favour joining the euro, in contrast to previous polls conducted by MORL

Business for Sterling also cisimed that 64 per cent of members of the Confederation of British Industry opposed the suro.

This is not true, and Business for Sterling's poll did not show this. Of the 1,018 companies polled, only 116 were CBI members. Of these, 250 employees. As a result, 62 (52 per cent) said they just six members cast more

hypothetical poll held today. Business for Sterling chose Seventy (60 per cent) said to count. In Business for their preferred strategy was

companies with more than

to join immediately or to Business for Sterling managed to turn this result into a majority opposing by of CBI membership, the impact of which has been members of the smallest band (0-4 employees) were each given a weighting 139 times larger than each of the

Sterling's new version of statistical truth, just six compaprepare and probably to join, ries could therefore determine CBT policy. The CBI meanwhile has

commissioned MORI to poll applying weighting that was both its direct members and extremely unrepresentative a representative sample of companies affiliated to trade associations in CBI memberseriously misleading. The six ship. We will publish the results in July.

J. Adair Turner, director-general, Confederation of British Industry, 103 New Oxford Street would vote for the euro in a than half of all the votes London WCIA 1DU. UK

Puzzled by contradictory lines on inflation

From Mr Ketth Wednesre. Sir. "Greece to take tough

line on inflation", you tell us take additional measures including even indirect tax anti-inflationary measures in cuts". I am puzzled.

This says that a reduction in. say, value added tax will reduce inflation. But I can ulace would buy fewer goods recall, having been in the (they would have to spend CA 94941-1840, US

Inland Revenue some 40 more to get the same car; years back, that when Brit- and the reduction in buying, ish governments then raised from a reduced purchasine (April 1), and is "ready to purchase tax they smugly power, would be an effective saw a double advantage: two one. The extra tax would reduce their own temptation to print money, and the pop-

break on inflation.

Keith Wedmore, 5 Cornelia Avenue, Mill Valley,

Number One Southwark Bridge, London SE1 9HL We are lesen to encourage letters from readers worldwide. Letters may be fasted to +44 171-673 5988 (set fax to fine), e,melt-

PERSONAL VIEW JAMES A. BAKER III

China: engage not contain

The bilateral relationship with China is the most important the US now has. It is too important to be made into a domestic political football

he visit to the US of China's prime minister, Zhu Rongji, comes at an extraordinarily difficult time in US-China relations. The United States has no bilateral relationship today more important than its relationship with China. It is incumbent upon us, therefore, to "get it right". And it is hard to be sanguine that we will, given the foreign policy record of the current administration, given the fact of divided government in the United States with a Congress controlled by Republicans and a Democratic president, and given the fact that 2000, a presidential election year, is fast approaching. Eight months ago, I suggested that the White House should stop whining about Congress's opposition to its China policy and

engage the leadership there in negotiating and formulating a bipartisan accord on our approach to this most important relationship. The impeachment of President Clinton made this impossible to accomplish, although I do not believe any effort was ever made by the administration even to begin discussions. Now there is a real risk that the US's China policy will become a domestic political football, which would be truly regrettable. I believe there is a majority in the centre, both in Congress and in the country, who would agree upon a China policy consisting of the fol-lowing fundamentals.

• Our policy toward China should be as complex and muanced as our interests there - not a policy based on a single issue such as human rights, commercial advantage for US firms, anti-proliferation concerns, Talwan or something clse.

Our policy should be

one of commitment to engagement with China rather than isolation or conent of China Our policy should recognize that engagement can include symbolic gestures

such as summits, but it must

encourage China to move in a direction that promotes US goals and interes Our policy of engage-

be firm, consistent and principled in those areas where we have significant concerns: trade, human rights, proliferation of weapons of mass destruction, Talwan and stability in Asia, and Chinese spying upon our nuclear weapons programs.

On trade, in working out the terms of China's membership in the World Trade Organization, we must insist on baseline obligations for transparency, protections for investors, market access. (particularly in agriculture. insurance and chemicals) intellectual property protection, dispute resolution and limitations on prison labor exports. We should not agree to China's demand that it must, under any circumstances, join the WTO before Taiwan

On human rights, the American people are rightfully outraged by China's treatment of political prisoners. Improvements in human rights will improve dramatically only if there is systematic economic and political reform.

matic exchanges, along with greater economic interac- friends do. And of course, we tion, will work better than expanding economic and political sauctions. But engagement should not be

ress in human rights prac-

On proliferation, we should encourage China to adhere strictly to the Missile Technology Control Regime, to abandon what in the past were irresponsible military sales to rogue states, and to co-operate with us to con-front nuclear threats on the Indian sub-continent and the Korean peninsula.

On Taiwan and stability in Asia, we should make clear that we will support any peaceful resolution of differences between the PRC and the people of Talwan. We should leave no doubt we will continue to help our friends in Taipel to have an adequate defence, and will consider unspecified actions in the event of an attack by China on Taiwan - all solid, and enforceable comdemanded in the Taiwan mitment to the necessary Relations Act.

maintain our credible military presence in the Pacific. which has been a force for stability in the region since the end of the second world

Increased cultural, legisla-tive, and high-level diplo-be shocked that China spies on us. Even some of our spy back. However, we should be shocked when we learn that not only has ship. China's spying been successused to excuse lack of prog- ful, but that it was not acted. Secretary of State

upon for an undue period of time in order not to conflict with our policy of engage-ment. That is a terribly erroneous and destructive underto gaibasts

engagement should be. We should also understand that the best way to find an enemy is to look for one. And that is what we are doing when we talk about containing rather than engaging China. Many in Congress and various interest groups, perticularly on the left of the Democratic party and the right of the Republican party are doing precisely this.

These are two other issues creating problems for the administration in its policy of engagement. These arise from possible Chinese efforts to interfere in or influence the 1996 elections and from possible unauthorised transfers of technology related to the launch of US satellites. Both of these disturbing matters are under investigation. The Executive Branch must guard against any repeat of events such as those triggering such investigations if there is to be any chance of an improvement

in US-China relations. Engagement doesn't just mean doing business with China It means being in a position to influence Chinese behaviour in ways that promote our interests. More than anything else, we need the administration to look at the medium-to-long term in its approach to China. For example, while it would be nice to be able to announce China's accession to the WTO during Zhu Rongji's visit, if we do not get a firm. economic liberalisation by And we should continue to China, we would simply be doing what this admir tion does best - trading short-term political gain for long-term policy trouble.

The policy I suggest is in the national interest of the US. Polls indicate it would be supported by a majority of the American people. More importantly, it is the right policy prescription for this all-important relation-

The author was the 61st

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COMMENT & ANALYSIS

FINANCIAL TIMES

Number One Southwark Bridge, London SE1 9HL Tel: +44 171-873 3000 Telex: 922186 Fax: +44 171-407 5700

Wednesday April 7 1999

Giving refuge to refugees

from Macedonia has got off to a now relented a bit. sorry start. Some refugees had to be strong armed by local police on to aircraft bound for far-off destinations such as Turkey and Norway, after they protested at being separated from their fami-Nes. This miserable spectacle made the operation look more fike another Serb-style deportation than the mercy mission that Nato countries intended it to be. It also beightened the impres-

sion of Western unpreparedness for the Kosovo refugee crisis, and opened a raging debate over whether refugees should be kept within the region or evacuated further afield until Nato eventually creates the conditions for their safe return to Kosovo. This is a false debate. So numerous are the refugees - according to the United Nations' conservative estimate nearly 400,000 people have fled Kosovo in the past two weeks - that all means have to

What prompted the airlift was Macedonia's refusal to let in any more refugees unless an equivalent number were sirlifted out of the country. It was force, as Nato insists. The allimaerstandable that Macedonia's Slav-dominated government Belgrade's announcement yester-

be used to care for them.

Albanian influx tipping the demographic balance against it, but unreasonable for it must reverse that brutal process to demand a mass airlift as its by letting Nato troops into Kosprice for admitting the 65,000 ovo to accompany the rafugees refugees still piled up on its home and guard them there.

The sirlift of Kosovo refugees border. Thankfully, Skopje has

Governments in the rich west should take some of the direct refugee burden off poor Macedonia and, for that matter, Albania. The latter has implausibly, said it will take in any Macedonia overspill when it cannot yet cope with the 220,000 refugees it already has. The presence of more Kosovar refugees in Europe and the US will ensure their plight is not forgotten. But evacuation must be voluntary. The vast majority of refugees will want to stay in the region where family reunification is easier, provided they can get adequate food and shelter there. Supplying this must now be the main task of the West and Nato.

At the same time, the experi-

ence of the Palestinians and other refugee diaspora must not be repeated by letting tent cities along Kosovo's borders become permanent. All the more so, because the exodus is largely the result of ethnic cleansing. The refugees must be allowed to return to their homes with their safety guaranteed by a military ance was thus right to ignore day of an Easter ceasefire. It is be concerned about the Kosovo now not good enough for President Milosevic just to pause after two weeks of ethnic cleansing; he

Media dance

This one brings together John Malone, who built up TeleCombefore, and tried alternative partners: doubtless there are more dance pairings to come.

But the deal illustrates two striking industry themes. One is how important sports are to Mr Murdoch's view of the world.
From the outset, he has used

thousand

donia

them as a fierce competitive weapon. Male appetites for sports programming has beloed Mr Murdoch to build big audiences for his networks - on satellite in Europe, over the air in the US in defiance of entrenched "establishment" opposition.

in recent years, he has increasingly moved towards acquiring sports teams themselves, as in the hid by BSkyB for Manchester United, currently awaiting competition clearance in the UK. In the deal with Liberty Media. News Corporation acquires full ownership of Fox/Liberty Networks, which provides regional

sports programming.
Sports may not be a majority interest, since they have only limited appeal to women. But they passionately absorb the attentions of an important minority. The search for such passion- the past.

Corporation and Liberty Media is task for media insurgents, as just the latest twirl in the elabo- they seek to overturn patterns of rate gavotte of media owners, viewership established by the more tepid majority. The discovery of how sports can serve this munications (TCI) and Liberty role will be Mr Murdoch's legacy, Media, and Rupert Murdoch. when eventually he hands over

That time is brought no closer by this latest transaction. But by binding Mr Malone and Mr Murdoch into a fresh relationship, it underlines the way in which media's entrepreneurial era is drawing to a close. The deal unites two of the men who have helped create that era, and who are now gradually leaving the stage to others.

Indeed, in one sense the entrepreneurial era is already over for much of Mr Malone's empire. Liberty Media is just a tracking stock for American Telephone and Telegraph, into which TCI and Liberty merged last month.

Mr Murdoch remains more decisively in charge. He still con-United bid and the unsuccessful talks with Canal Plus suggest to add to News Corporation's activities. But these transactions, like the Liberty Media deal, feel more like the work of corporate strategists than entremeneurs.

For Mr Murdoch and Mr Malone, the media dance continues. But the most breathtaking choreography seems now to lie in

Still waiting for the dawn

Japan's businessmen are feeling slightly less pessimistic. Unfortunately, says Paul Abrahams, this is not a good reason to turn bullish about the world's second largest economy

s Japan finally recovering? The reaction to this week's survey of Japanese business confidence suggested it might be. There had been fears that the quarterly Tankan survey - the most important gauge of Japan's corporate sentiment would show a further deterioration. Instead, it showed that optimism among Japanese executives actually improved for the first

time in nearly two years. politicians as evidence that the economy, mired in its longest recession on record, might be bottoming out after five quarters of decline. Kiichi Miyazawa, the country's venerable finance minister, triumphantly announced; "The economy has gone through its worst phase."

But such optimism may be misplaced. After all, the survey showed that for every 100 companies that think business conditions will get better, there are still 147 that think the matter will get worse (compared with 149 before). The danger is that this blip represents not the start of a "V"-shaped recovery, but a pause before the economy slips into a double-dip recession more of a "Z" than a "V". Since July 1997, the economy has contracted by 3.9 per cent. Most prigraded their predictions and few are predicting even a single quarter of growth over the next year.

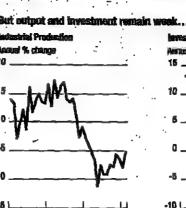
For the moment, though, such

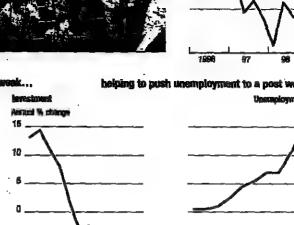
pessimism is not the view of poli-

ticians who, as spring arrives in Tokyo, have been quick to point out any green shoots. Their optimism is not delusional. A Y24,000bn public spending package has had an undoubted effect. The recapitalisation of the banks has, for the moment, contained the banking crisis. And restructuring efforts by the corporate sector have helped spark a 15 per cent jump in the benchmark Nikkei 225 index over the past three months. Foreigners are even giving Japan a vote of confidence by buying Japanese assets - Renault's acquisition of a controlling stake in Nissan is only the most high profile of acquisitions by

But the "bottoming-out" of the economy, as Japanese politicians call it, should not be exaggerated. Positive economic data for January have been succeeded by glum figures for February, industrial







The problem for the Japanese authorities is that three of the four potential biggest components of growth - non-housing investment, consumption and net exports - are contracting. These components represent more than 70 per cent of the economy. Capital spending and consumer

consumption are unlikely to recover any time soon because of the wave of restructuring risutora - among Japanese companies. This is undoubtedly nacessary, since most groups remain chronically overstaffed and have been allocating capital to noneconomic projects on a massive scale. Even now, in the depths of recession, about 14 per cent of the country's gross domestic product is being invested in new plant and equipment. That compares with about 9 per cent in the US now, at what may be the peak

But while restructuring may be retail sales continued to decline the long term, the economy, the first six months, and there are time. and consumers' propensity to short-term effects could be dam- already rumours of a supplemenspend their shrinking incomes aging. For example, this week's tary budget for September.

help them make better use of their capital but it will hurt capital producers. Similarly, companies say they are planning to lay off workers. That will help them become more labour-efficient. But Taichi Sakaiya, minister at the Economic Planning Ministry, warned the unemployment rate could jump from 4.6 per cent to

6.2 per cent - over 4m. High unemployment, combined with falling overtime and bonuses, have already had a devastating effect on incomes and Japanese consumers' desire to spend. In February, household spending fell 3.4 per cent year on year, while the spending itself fell from 70.9 per cent to 67.8 per cent of income, the lowest level since records began in 1970.

With private capital spending and consumer consumption simping, the onus has fallen on the public sector to prevent the economy failing into a cycle of decline. The government has

rates rising. Already, the yield on the benchmark 10-year bond has more than doubled in the past six months to 1.64 per cent. The danger is nterest rates could rise at a time when the government is trying to ease monetary policy.

If the economy does continue to slide and the combination of virtually zero short-term interest rates and fiscal stimulus remains inadequate to generate growth. Mr Keizo Obuchi, the prime minister, and his ruling Liberal Democratic Party, will be faced with some unappealing options.

With an election to the lower house required before autumn 2000, Mr Obuchi's is likely to spend as much money as possible in key constituencies. But such spending sprees often have little effect, because local governments are reluctant to spend, or be distorting, because they are skewed to construction projects. Such policies are about containing the damage, not solving the econocapital investment slumped, nies, the equity market and, in lic spending this year into the lus is just too late, not just in

opinion that for Japan to snap economy needs to bounce back. dropped to an all-time low. The survey showed Japaness compa- But there are limits to how out of its recession requires a The sad conclusion is Japan may Bank of Japan this week connies planned to cut capital spend- much debt the government can short, sharp shock, similar to the drift further downwards before it cluded it was too early to say the ing by 13 per cent. That should issue without long-term interest one that appears to have galvan-

should stop supporting the equity them to fall to a level where they can drop no further. This would create liquidity in the market and provide a base from which investors could buy with confidence. It would also force Japanese companies to restructure more quickly and deeply.

However, the political will to implement such changes is nonexistent. There is little support for such ideas within the ruling party because of the political damage from the likely sharp rise sure likely to come from abroad. Top US officials appear hostile to a policy of creative destruction, calling it "The Purge". Their view is that the global economy is not robust enough to cope with a prolonged recession in the world's second largest economy.

ing through may be the best option for the rest of the world. There is a growing body of but it may not be what Japan's

The Bank of Japan snaps its magic wand

The deputy governor tells Gillian Tett that he has no monetary conjuring trick to make recession disappear

purchase government bonds.

ith conventional spending remedies exhausted, some politicians and investors have been hoping the Bank of Japan will wave a magic wand and conjure up a happy ending by issuing yest amounts

Yesterday, however, Yutaka Yamaguchi, the influential deputy governor, scotched hopes that the Bank would do anything like this. In a rare interview, he finally admitted what few

deflation by itself.

"I believe that we have reasonably exhausted all the policy measures," Mr Yamaguchi declared, pointing out that the Bank had already reduced interest rates to almost zero. "I think there is a limit to what (more) monetary policy could do."

Such a stance is not shared by all of his eight fellow members on the Bank's policy board. Some have recently called for new tarbureaucrais have stated before: gots for monetary growth or

that even the Bank has little inflation in a last-ditch attempt faith it can save Japan from to boost demand. Politicians have also called for the Bank to

> Mr Yamaguchi denies that an inflation target would help much. I do not believe that a simple announcement of inflation targets alone will be enough to produce a turnsbout in inflationary expectations among the public." And he insists that monetary targets are an uncertain policy instrument since Japan's beleaguered banks will need to

> cut their assets to become more

tative easing would work because there is little room for there is a malfunctioning of the banks' intermediary role."

Critics say this is complacent. Optimists retort that it shows a welcome mood of realism. In recent weeks some bureaucrats appear to have finally accepted that Japan cannot stave off restructuring with magic wands. Instead, they mutter, it would be hetter to have a hard landing. and use the shock to push

profitable. "I don't think quanti- through real structural change. Yamaguchi is not calling for a manoeuvre in interest rates and hard landing himself: he simply notes that what is needed is a rethink of "the entire environment around consumers". But with an election looming, the policy battle between bureaucrats and politicians could intensify. And that could weaken the bureaucrats. Though admitting there is no magic wand might make sound economic sense, it does not look a popular message to give the electorate.

Devolution

Recent British general elections Scottish parliament sticks to have centred on bitter battles over tax. The campaign for Edinburgh's parliament, now officially under way, appears no different. However, decentralised government in the UK will lead to an argument about money which will be more acrimonious and long-lasting than a squabble over a penny or two on income

Following the budget announcement that from next year the government will cut income tax, the Scottish Nationalist party pledged that it would reverse the cut in Scotland and spend the money on education.

The SNP thinks this is a votewinner because Scottish voters will happily pay higher taxes for better public services. Labour thinks that the SNP has shot itself in the foot by revealing its anti-enterprise colours. Scottish business leaders have shricked at the proposal. The Scottish CBI, which wants a level UK playing field, warns that the SNP's signal could turn away investors.

This is good political knockabout. More significant is the issue which Labour hopes to avoid, and the SNP pretends does not exist; public spending per head by the UK government is More than 20 per cent higher in

Scotland than in England. Gordon Brown, the UK chancellor, has rightly pledged that the Treasury will ensure that the go away.

agreed spending limits, notwithstanding its tax-raising powers. However, he hopes to keep quiet about the Tartan subsidy. Perhaps this is understandable during an election. But when Scotland's parliament is up and running, with limited powers to vary taxes and spending if it so

Higher spending in Scotland is the result of a funding mechanism based on a public need test carried out in the 1970s. This was later modified by the Treasury under the Barnett formula. But with Scottish income per head now roughly the same as in England, this large subsidy can

no longer be justified. Moreover, the Barnett formula, which also includes Wales and Northern Ireland, makes no provision for redistribution of this sort to English regions. In a unitary state, this anomaly was well. enough concealed. Devolution, by bringing it into the open, makes it unsustainable.

Greater transparency over spending is a good thing. However, regional allocation threatens to become a running sore in British politics. The government should appoint an independent commission to revisit - and regularly update - the Barnett formula for the whole of the UK. A problem which is ignored will not

Custer sets up his stand The words "shy" and "retiring" have rarely been used to

describe John Charles Custer Majone, the cable king whose company has just become the second-largest investor in Rupert Murdoch's News Corp. But the billionaire Liberty

Media boss has been called chooses, this will no longer be an almost every other name in the book, Vice President Al Gore once compared him to a certain inter-galactic baddie for allegedly increasing cable rates - but Malone wasn't stirred. "It's fun being Darth Vader," he explained Only five years ago, the

one-time McKinsey consultant looked set for obscurity as a brave but failed cable bioneer: then along came last year's deal to weld together his TCI cable business with AT&T, But he's always been a hard player. According to one recent book by veteran reporter LJ Davis, when the ski resort of Vail, Colorado, demanded better things to watch and no price rise, Malone cut off all programming for a weekend, helpfully screening the phone number of the city's mayor in

case viewers wished to complain. And his rumbustious style proved so successful that by the end of the 1980s even some of his secretaries were stock millionaires. But now he's astounded his

audience by taking only

non-voting stock in the media empire of his old sparring partner Murdoch. So is Malone about to morph into an unassuming, passive investor, leaving his days as a jedi warrior far behind him? Don't bet your light sabre on it.

Liar, liar

If you want to charm Canada's finance boss, you'd be well advised not to breathe a word about bank mergers. The whole subject has caused Liberal Paul Martin countless headaches. His latest migraine comes from

a hotty debated passage in a recently published book in which he's quoted as calling the country's leading bankers "lars" over their assurances about merger plans.

But Martin insists he was misguoted by the author of The Banks, a veteran Toronto Star reporter. He says he merely called the bankers "rivals".

Martin was angered last year when two of the country's biggest banks made a surprise announcement that they planned to merge - even though they'd previously agreed to bide their time. Plans for another bank get-together, unveiled shortly after, added to his wees and in the end he blocked the deals.

The controversial quote has raised questions about whether Martin let his anger over the banks' tactics influence his decision to nix the mergers. He's fired off letters to the chairmen of | much doubt that the advocates

Canada's five largest banks, denying he ever used the

OBSERVER

The reporter stands by his account of the conversation and says he's got a high-quality tape to prove it. in return, Martin's office has hired an audio production company to review cassette of the conversation. But esults have been inconclusive. Anyone got an aspirin? The finance minister's headache doesn't look like it's getting any

Coining it

No one ever thought justice came cheap. But it's proved pretty high-priced in a proposed class action settlement between the family of Ferdinand Marcos, the late, not terribly lamented, dictator of the Philippines, and some of his victims.

Marcos's nearest and dearest recently agreed to pay \$150m to a group of nearly 10,000 victims of claimed human rights abuses that included torture, extrajudicial killings and illegal detentions.

Under the deal, which has yet to be approved by the courts, a legal team led by US lawyer Robert Swift will receive some \$34.5m for their 13-year effort to pursue the Marcoses.

While the fees will be split on as yet undisclosed basis between a team thought to be about 30-strong, there's not

will receive rather more than the \$12,000 expected to be doled out to each of Marcos's victims. Which sounds all very just even if there's rather more justice

Happy hoarding

It's time to stash the beans in the basement. The prophets of doom are worrying themselves and others sick about the millennium bug - and that, for some, means a beautiful business opportunity.

Two months ago Robert Thompson, a former street kid and clearly a man with an eye for the main chance, set up Grainstore.com, a company that wants to make a pile out of stockpiling.

His brainchlid has already shipped 25 trailer loads of wheat rice, oats, com and beans - and Thompson, who built the Valencia independent film studio in Hollywood, supplies appropriately basic recipe books

So far, the customer list includes Mormon churches, survival stores and an ear-doctor In Florida.

What's more, sheltening the tamily from all those aeroplanes plunging from the skies needn't break the bank. For \$495, Grainstore.com promises enough grain to feed four people for six months. Presumably the pet parakeet won't go hungry

Financial Times 100 years ago

Yankee Whisky War

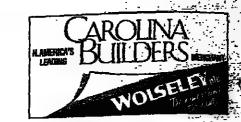
In France, the consumption of wine last year dropped by 300 million gallons, but still stands at almost 22 gallons per head. The consumption in Germany has decreased by 49,500 gallons, or from 2.29 to 1.34 gallons per head. The United States has just doubled its consumption, the total amount accounted for being slightly over 32 million gallons, the amount drunk per head - 44 being double that of 1896. France keeps up her reputation for drinking large quantities of wine, the amount drunk there being three times the amount drunk in Britain,

the States and Germany put

50 years ago North Atlantic Pact

together.

Washington, April 6. Following the signing of the North Atlantic Pact and its anticipated ratification by the United States Senate, the Administration is expected to present to Congress a proposal to provide around \$1,500m. for military Lease-Lend aid to pact signatories and others. In practically all discussions it has been assumed that this would represent an additional military appropriation here.



THE LEX COLUMN

The risks of war

The Kosovo crisis has been a virtual non-event in world financial markets. True, the euro suffered a downward blip as investors steered money towards the dollar's safe haven - a move partially reversed after yesterday's ceasefire from Belgrade. But investors have been largely unconcerned. Indeed, both the US and UK stock markets have hit new peaks this

Is this insouciance rational? It rather depends how the crisis unfolds. If Slobodan Milosevic eventually gives in to Nato's demands to pull Serb troops out of Kosovo - and maybe yesterday's ceasefire is a signal that his resolve is cracking investors can sleep easily. But there are at least two other plausible scenarios: that ground troops will have to be sent in to expel Serb troops; or that Nato will lack the will to finish the job.

Neither is likely to be good for markets. True, Serbia is irrelevant from a global economic perspective: it is small, fairly poor and largely closed to trade following years of sanctions. However, there could be an impact on the risk premium which helps determine the valuation of financial assets. A ground war would raise obvious risks. The consequence of a scenario in which Nato failed to finish the job might be less direct.

But given that part of the explanation for the bull market is that the end of the Cold War cut the risk premium by making the world safer, such a blow to Nato credi bility should be bearish.

News Corporation

News Corporation shares are all the rage after a lacklustre few years relative to its US entertainment peers. Now not one but two media mogula, John Malone and Prince Alwaleed Bin Talai, want to fill their boots with the non-voting ADRs. Valuation arguments aside, it is somewhat surprising that their interest has alighted on News Corp rather than the newly-quoted Fox Entertainment Group, which contains the more gismorous bits of News Corp's US empire, such as sports rights and films.

Another oddity is the structure of the deal struck between News Corp and the Malone-controlled Liberty Media Corpora-



with News Corp shares. News Corp will then sell that business on to Fox, in return for more non-voting stock in Fox. There must be simpler ways of dealmaking, but apparently not when tax

experts get involved.
From Fox's perspective, the deal makes
straightforward commercial logic. Owning a clutch of regional sports programmes outright should mean easier cross-promotion of Fox products. More intriguing is how Mr Malone will use his new clout as News Corp's second largest shareholder, A Murdoch/Malone double-act can surely not be comfortable for rivals like Time Warner and Disney.

Pharmaceuticals 2 4 1

AstraZenece made its debut yesterday at an apparently inauspicious time for European drugs stocks. The good news about drug launches seems to be dominated by US companies, the bad by the Europeans. US market growth - in double digits - is roughly double the European rate. All the virtues, notably well funded clients and freedom to advertise, seem to lie in the US. All the vices, such as stingy government clients, seem to reside in Europe. No wonder the European drugs sector has underperformed its US counterpart by more than 40 per cent in the past live years.

· But how long can this divergence go on? In the US; spending on healthcare already consumes about 14 per cent of tion. News Corp is buying Liberty's share gross national product, up to twice as of a joint venture with Fox, and is paying much as in EU countries. Next year's WorldCom's only chance to go mobile.

presidential election may revive the debate about healthcare reform that hit American drug stocks in the early 1990s. So where does the greatest opportunity lie: in pushing US spending higher, or in releasing pent-up demand in Europe?

Thanks to the internet, information on diseases and treatments is circulating more freely in Europe. This will stimulate not only demand but a willingness

Investors currently view such changes as a long way off. And European companies, too, are paying homage to the US market by beefing up their transatlantic sales forces. Some may also go a step further and engage in transatlantic mergers. But the advantages of the US are already in share prices. The biggest scope for a rerating lies in consolidation within

MCI WorldCom/Nextel

Mobile phones are telecommunications' current hot product. Yet MCI WorldCom, one of the industry's hottest companies, has no wireless presence. It is no wonder that, after briefly flirting with Airtouch in January, it is now apparently talking to Nextel Communications, one of the last independent wireless providers in the US.

Closing such a glaring gap in its prod-uct portfolio is surely right. But Nextel might be the wrong target. Its radio-based technology has a narrower spectrum than either cellular or PCS, which could lead to long-term capacity constraints. And with its loyal but largely blue-collar customers, it may not be the best vehicle for holding on to MCI WorldCom's traditional big business customers as they switch their long-distance traffic from wireline to wire less. In addition, Nextel's phones and net-work equipment are made only by Motorola, so WorldCom would not benefit from competition between suppliers.

Nextel would also be expensive at over \$20bn, including \$7.4bn of net debt. Since it is still draining cash as it builds out its network, a straight acquisition would dilute MCI WorldCom's earnings by 25 per cent - which Bernie Ebbers, chief executive, has always shied away from, Instead. he could buy Sprint PCS or bid for new third-generation cellular licences and build his own network. Nextel is not MCl

WTO host is accused of selling top-level access

By Nancy Dunne in Washington

International companies have been invited to help pay for the World Trade Organisation's ministerial meeting in Seattle.

This has prompted claims that the city's host committee is selling

access to government officials.

The Seattle Host Organisation, which is seeking to raise \$9.2m for the ministerial meeting, has sent a fundraising letter to companies around the world.

Those company representatives will be attending a parallel private sector conference, in late November while the WTO discusses the launch of a new round of trade negotiations. Non-governmental organisations, which are also seeking a voice in the negotiations, contend they are being

Dan Seligman of the Sierra Club, an international environmental group, said the host organisation had gone too far. "This is about buying access to government without provision for equal treatment of other interest parties," he said.

get 400 contributors. No individual company will be able to say they bought this meeting. But if you're going to give more than \$200,000, you might want more than a cardboard mug out of it."

Officials at the WTO in Geneva also expressed concern and said the trade organisation would be running the talks, not the host committee.

"It is the responsibility of the host nation to fund the ministerial conference," said Keith Rockwell, spokesman for the WTO. "The way in which they arrange for funding is their business. However, they would have to follow WTO rules and guide-

While it has become common for the private sector to meet alongside government officials in multilateral meetings, non-governmental organisations claim the host organisation is engaging in strategies reminiscent of American political fundraising. Those giving the most money are promised the greatest access to delegates and the highest visibility.

responded: "We're going to have to highest level will be able to bring five guests to opening and closing receptions, five guests to the ministerial dinner and four guests to a business conference. They get briefing updates on the progress of the meeting, press events and "signege and display" of corporate materials. During the conference they will also be brought together with industry leaders and senior governmen officials.

Aside from the fundraising taction concerns have also been raised by Airbus, the European aerospace consortium, because its US rival Boeing is co-chairing the Seattle Host Organisation with Microsoft, who are also a Seattle based company The Seattle ministerial meeting is expected to bring many thousands of protesters, who oppose trade liberalisation. They often accuse governments of letting business write world trade rules at the expense of the public interest. Ralph Nader, the consumer rights activist, is reported to have rented a parking lot next to the ministerial meeting centre for ther interest parties," he said. There are six "sponsorship law-protests, and there have been more.

Pat Davis of the host organisation els". Companies which donate at the concerns than usual about security."

Bank of Japan warns of risk of consumer price deflation

Japan's economy risks facing its first real bout of consumer price deflation later this year, because the prospects for economic recovery remain weak, Yutaka Yamaguchi, the Bank of Japan's deputy governor, warned yesterday.

Mr Yamaguchi said: "There is reason to believe that downward pressure on prices could intensify in the coming quarters. The price outlook for 1999 has to be rather weak. However, if you are talking about minus 2 per cent deflation in the CPI [consumer price index] then that sounds a bit too large on the negative side." Last year, the CPI grew at just

Mr Yamaguchi added that this deflationary risk could be averted "if economic activity improves". industrial production in the coming es little prospect of a

spending or capital investment soon, which together account for about 60 per cent of the economy. "There is a substantial gap between available capacity and actual output. Leading businesses are looking at disposing of capital stock rather than increasing it," Mr Yamaguchi said.

"It is difficult to envisage a robust recovery in consumer spending when major businesses are restructuring themselves seriously.

The comments are likely to be scrutinised by the financial markets. because Mr Yamaguchi is considered to be one of the most influential figures in government.

A new battle between bureaucrats and politicians over economic policy is likely to break out in the coming months. The government of Keizo Obuchi has insisted that the economy will expand by 0.5 per cent this fiscal year. Bureaucrats fear that, in Although the Bank believes that an effort to achieve that target, the there could be improvement in prime minister may be tempted to ary role." pass another supplementary budget this autumn and cre significant recovery in consumer large spending package.

However, Mr Obuchi is likely to run into fierce opposition from the ministry of finance, which is concerned about the effect of additional issuance of government bonds onlong-term interest rates and the

nation's long-term fiscal position. Mr Yamaguchi said he was against : inflation-targeting as a method of tackling the deflationary problem. He did not believe that setting targets in itself would affect consumer expectations.

He added: "It is difficult to establish credible targets because of the lack of credible instruments." Short-term interest rates are almost

zero in Japan. "Targeting monetary growth would be difficult because banks needed to cut assets to become more. profitable in the future," he said. "I don't think quantitative easing would work because there is malfunctioning of the banks' intermedi-

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n girls look at 'Monica's Story', the tale of Ms Lewinsky's affair rith President Clinton, which went on sele in Moscow yesterday.

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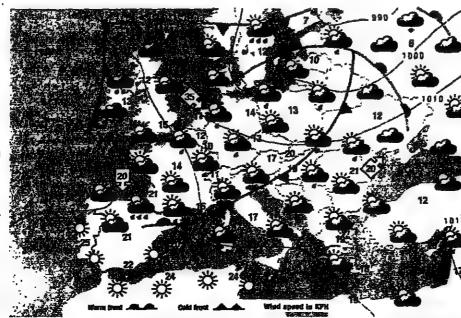
ine: how to get after prices and market

FT WEATHER GUIDE

Europe today Balkans will be sunny although m Italy. Much of central and north-west Europe will be breezy with sun and showers. The most around the Alps with snow above 3,500 feet. Scandinavia and north east Europe will be showery with snow likely in northern Scandina

Five-day forecast The central and eastern Medite

nean, including the Balkans, will ers, especially over Italy, High pressure will bring sun to Spain and Portugal. Much of north-wes Europe will become dry and warm although northern Britain, Scandinavia and north-east Europe will



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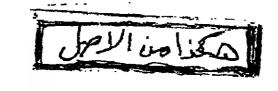
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Suisse

seeks talks

over probe

Senior officials at Credit

Suisse are trying to negotiate

with Japan's Financial Super-

visory Agency over the inspec-tion of the bank's operations

Rainer Gut, global chairman of Credit Suisse's operations, is

expected to travel to Tokyo

this week, partly to meet with

the FSA regulators, company

officials have indicated.

in Tokyo, it has emerged.

By Sillian Tett in Tokyo and Clay Harris in London

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INSIDE

HypoVereinsbank presents sad face Once considered the new face of Germany's benking sector, Bayerische HypoVersinsbank, the country's largest post-war banking merger. a struggling to resurrect its reputation for cauthe effer property losses forced the resignation with supervisory board chairman. Page 20

issan does sums with many parts



Less than 24 hours after signing an alliance with Renault to give the French carmaker a controlling stake in Nissan Motor, Yoshikazu Hanawa, Nissan president (left), called the company's parts sup-pliers to its headquarters. His message was simple: lower your

business. The meetings sent a shiver through impan's largest automotive keiretsu. Page 21

Nortel convinces the doubters

investors and customers appear to be buying-in to Nortel Networks' new strategic direction. liortel's shares tumbled last summer amid concems over the company's expansion into data networking and the US\$8.9bn acquisition of Bay etworks. But market sentiment has changed dramatically in the last half year. Page 22

eflation

Peruvian zinc mine recovers shine That the high Andean mining town of Cerro de Pasco is as run down as ever is not entirely the Pasco is as our cown as ever is not enursly the fault of Centromin, the company formed when Paru's military nationalised the US-owned Cerro de Pasco Corporation. Equally, neither the state gor Centromin has improved life in Cerro. But, oil April 19, the mine will be privatised. Page 28

Hate cut hope pushes sterling lower Expectations that the Bank of England's monetary policy committee will resume its cuts in UK interest rates briefly pushed the pound to an 18-month low against the dollar. Page 27

Workers on the suggestion line

Three years ago, American Freightways' 13,300 othi ritrom a grieffer accordance about one offering a month into th wooden "suggestions" box. Now it has a contract with an outsourced telephone-based employee feedback service - and receives 200 calls a month from its workforce. Page 24

Centor switch pressures Chicago The Cantor Financial Futures Exchange, the first electronic futures market in the US, launched its fully-interactive trading system, renewing pressure on the Chicago Board of Trade. Page 26

Clippy faces his come-uppance Clippy, the imitating bug-eyed, paper-clip charon Microsoft Word, is a marked man, ZDnet, is running a "Kill Clippy" feature offering ways to subdus, or annihilate, the little tyrant. Page 24

COMPANIES IN THIS ISSUE

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Great Suisse Cilmmine Engine

Qora Automotive

Sirched Corp

2 | Toroign & Colonia

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rengi lavestmenti

Newtett-Packard

hunda

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Vision that delivers.

almost 12 per cent in early New York trading yesterday. by the US consumer products

razors and Duracell batteries, that its first-quarter earnings would fall short of analysts' estimates. After the close of trading on Monday, Gillette blamed weakness in Latin America and in its Braun electrical appliances division.

It said sales growth would be in the low single digits. Firstquarter earnings are now forecast at 24 cents a share, against expectations of 25 cents, according to the First Call research group.

Since hitting a peak of \$84% on March 23, the stock has lost almost 22 per cent of its value. At midday yesterday, Gillette shares were trading at \$51%.

The stock was already under pressure after Goldman Sachs cut its sales forecast last week. At the same time, one of Gilthe company is going through became one of the best per-lette'smain shareholders, sweeping changes following forming companies in the US,

Reed Elsevier's troubled

search for a chief executive

erupted in acrimony yester-

resigned and discussions

ended with the leading candi-

Elsevier, Pierre Vinken, and

The European junk bond

market has sprung back to life

with a number of UK and con-

timental companies launching

high-yield bonds in the next

The revival of the European

market, which in effect closed

down after the Russian debt

default last August, follows

the recovery of the US junk

weeks with \$25bn worth of

The 72-year-old founder of book publishing group.

Election. They stepped down at as had been hoped".

his colleague Lock van Vollen- had cessed talks with Mr New-

hoven, resigned as members of comb. It said only its search

the Elsevier's supervisory for a chief executive "will not

board and as directors of Reed now be concluded as quickly

Anglo-Dutch

date for the job.

By Edward Luce and

year, some analysts believe this is over-optimistic.

ings per share growth of between 15 and 20 per cent.

ture goods there. Gillette has a large exportoriented factory in the comtry. But the company is now blaming the fall in the Real, as well as the accompanying recession in Brazil, for much

large-scale restructuring. Next in terms of both sales growth week, just after the company's and stock price.

With mature razor and blade markets in the US, he expanded overseas, particularly in

popular Sensor razor earlier this decade, and the threeblade Mach3 rayor.

However, it appeared there

Since then, the rasor and ing strongly. US rezor and invested heavily in research blade sales are expected to and development. Those increase by more than 10 per

In recent days, other senior global officials from Credit Suisee First Boston, the group's investment bank, have also made extensive contacts with the FSA in Tokyo.

The bank's London and Swiss operations fear that the conclusions of the FSA inspec-

tion, which covers compliance ts Japanese operations, The inspection marks the first time the FSA has con-

ducted a surprise investigation of a non-Japanese bank. The FSA has refused to dis-

cuss the case in public, but the inspection is understood to include an investigation into whether Credit Suisse has helped Japanese clients such as Long Term Credit Bank to was a split between the younger generation of manag-"window dress" their financial ers and Mr Vinken and Mr van accounts in recent years. This refers to ploys used to flatter year-end results

The case was triggered by material which the FSA gathered last year during its separate inspection into Japan's largest 19 banks. The conclusions are likely to be closely watched by other Western

bankers in Tokyo. Credit Suisse has refused to comment in public on the inspection, which started in mid-January. "We understand this is part of the normal regulatory work of the FSA." it

reports have claimed recently that the FSA is considering reprimending the Swiss bank. In the worst case, this might

include a temporary suspension of part of CS's banking licence. However, the case is expec-

ted to continue for several more weeks.

Some Western lawyers believe the FSA will find it difficult to produce conclusive evidence of Wrongdoing at any Western bank because of ambiguitles in interpretations of Japanese financial laws in



Catherine Lewis, at Morgan Stanley Dean Witter, said she was "no longer confident" the company could generate earn-

During the last quarterly Zeien, Gillette chief executive, said the devaluation in Brazil might help the company by making it cheaper to mamufac

of its first-quarter troubles.

day, citing "differences of opin-

ion over the management of

The company simulta-

neously said it had abandoned

talks with the favourite candi-

utive - Jonathan Newcomb,

chairman and chief executive

of Simon & Schuster, the US

It declined to clarify why it

bonds issued in the first quar-

European telecoms compa-

nies - including UK-based

NTL which will launch a

\$200m (\$322m) bond this week

- have led the recovery in pri-

Others, including Jazztel,

the Spanish telecome company

which was the first entity from

Spain to issue a high-yield

bond, tapped the market with

a euro-denominated bond just

Lavinburm, a Greek pherma

mary market issuance.

the recruitment process".

publisher date for the post of chief exec-

annual meeting, Mr Zeien will reins to Michael Hawley, the company's current president. Under Mr Zeien, Gillette Adding to the uncertainty,

Committee should have drawn

child Corp, a UK aerospace

company, are expected to issue

Dura Automotive, a UK com-

pany, and Doncaster, a UK

engineering firm, are also

The market is definitely

expected to launch sterling

back to where it was before

the Russia crisis," said John

Wotowicz, head of European

dgh-yield at Morgan Stanley.

"The next few weeks looks like

state of affairs."

near future.

and euro honds.

Reed Elsevier directors quit amid turmoil Vinken and Mr van Vollengle chief executive. The move hoven, they said they had is a departure for the group, which previously divided resigned because the "objective [the appointment of a chief executive] has not been a British and a Dutch execurealised", despite starting in tive. However, people close to the company denied the latest August in 1998. As a result, the "chairman of the Recruitment

> the necessary conclusions and resigned". They added: "We were not prepared any longer to accept responsibility for this The breekdown was a further setback for Reed Elsevier,

> > Stiretto.

Vollenhoven, who were both at Elsevier long before it merged with Reed International, the UK publisher, in 1993. difficulties were due to an The news, which came after Anglo-Dutch split. the stock market closed, followed a series of announcements which have adversely affected Reed International's

The board unanimously accepted the two resignations yesterday afternoon. Mr Vinken had been due to retire at Elsevier's April 14 annual meeting. The company would not be drawn on reasons for

absence of any global financial

shocks since Brazil was com-

pelled to float the real in Janu-

ary - it can take up to three

months to prepare a junk bond

by the end of it," said one.

According to Morgan Stan-

Europe's junk bond market shows signs of life ceuticals company and Fair- a full calendar." Officials attri- ley's European high-yield bute the recovery to the index, average yields on European junk bonds have fallen from a high of almost 13 per cent last October to nine per cent this week - marginally

higher than yield levels prior

share price over the past year.

Last month, the group

reported disappointing results.

to the Russian devaluation. "Investor demand for Euro-Bankers Trust said that pean high-yield has been there had been nine high-yield strong all year but some borbond offerings by European rowers have been nervous of companies in either sterling or euros this year, three of them to find there is another crisis in the last week.

At least five more are expected within the next fortnight. I recent years.



bond market over the last few before the Easter break.

Closed-end escape routes

beginning of the UK's tax year and the start of company tax changes that could prove especially challenging for investment troops, the closed-end investment funds that are struggling to improve their stock market status. All kinds of British companies now have more scope to

buy back their equity. But investment trusts are under particular pressure to do so because the average discount at which their shares trade compared with net asset valuehas widened from 4 to 12 per cent over the past five years. A shareholding in a typical trust has underperformed the All-Share Index return by more than 20 per cent over the same period.

However, many trust

managers are apprehensive

about buybacks. Mopping up some loose stock might not be a problem, but nobody knows the extent of contraction required to squeeze the discount back to, say, 5 per cent_Already authorisations for 120 buyback programmes have been sought. Few have been implemented but at the recent rate of attrition, including takeovers and restructurings, the 260km (\$96.6bn) sector would largely

disappear in 10 years. Money, unlike mud, does not always stick. Although Mercury European Privatisation Trust, for example, has been active for three years running a buyback programme of 16 per cent of its | by default, although

wide at nearly 18 per cent specialist funds. 2220m has

> discounted market prices penalises the sellers and rewards continuing investors Trust directors may consider that bias to be appropriate, but such tactics may also serve to legitimise wide discounts. The alternative of buying at net asset value, turning the trusts into quasi open-ended funds, would be fairer to the sellers but might cause headlong

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Investments

Rejection and appear in it 31.12.68, include those of FMR Corp. a U.5 company and elither and its subspicieties. Part performance is no gammate of feature assume. The value of the experiments and experiments and the experiment of the experiment of the experiment and is translated for discretions to propose to perform the experiments and its translated for discretions to perform to propose to perform the experiments and the experiments are experimentally industry which experiments are experimentally as a construction of the experimental as a construction of the experiments are experimentally as a construction of the experimental as a construction of the experimen

CROSSWORD, Page 28

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MARKET STATISTICS 32,33 Emerging Market bonds Accust reports club 26 FTSE Actuaries stars indicas achmark Govt bonds 26 Foreign exchange 26 Gits prices Bond feligrae and options Sound prices and yields London stere service Managed funds service Adends appointed, UK Here had bond issues 1946 системсу газая Ento prices and prices .

Recent issues, UK Short-term but rates 26 Stock markets at a glance

(aithough there has been some benefit to the net asset value). MRPT's discount is similar to that of the sector's flagship tund, Foreign & Colonial. One fund carmot solve the discount

problem on its own. If it tries. arhitrage will simply restore the status quo. Across the board buybacks

would be hard to organise. Trusts that refused to co-operate would benefit as much from a general contraction as those which hite the bullet. The industry's trade association, the AFTC, would

prefer to emphasise positive marketing plans rather than defensive repurchases. It is trying to persuade member trusts to agree to a generic promotional campaign, costing 127.5m in year one. There are dresms of jumping on to the bandwagon of stakeholder pensions in 2001. But a step change in marketing costs night be reflected in a further discount widening.

Meanwhile, the technicalities of buybacks are preoccupying investment bankers. Clumsy implementation might hand many benefits to market makers. Some fear buybacks would fail to get institutional

investors, which own two-thirds of trust shares, out anywhere near asset value. Investment trusts are retail vehicles that have become institutionally owned largely

institutions may be willing long-term holders of certain already left the sector through recent repurchases by 28 trusts without visibly denting Repurchasing at these

hyestment irrists must not sacrifice their fundamental advantages. Their closed-end structure permits them to pursue long-term strategies mchaling investment in illiquid assets, and to employ leverage through long-term borrowings. The provision of continuous secondary liquidity to investors should not be the dominant issue. Plenty of successful retail investment products, after all, impose his early redemption penalties.

Even long term investors, however, can reasonably opportunities to avoid the discount. Setting redemption options every few years may prove a more fruitful approach than the debilitating drain of repeated buyback programmes which offer no certainty of arbieving their objectives at an acceptable cost.

HP to give units autonomy

the

Antonio Perez and Carolyn

Ticknor, both HP veterans.

will head the inkjet printing

and laser printing

The executives would have

full authority to "adapt their

business models to their own

competitive landscapes",

said Mr Platt. They are

expected to appoint senior

Hinting at significant

changes, Mr Platt said the

to rely upon corporate ser-

vices in future. For example.

be said, some businesses

might build their own acqui-

in San Francisco

Hewlett-Packard has divided its computer and printer operations into four independent business units in the latest phase of a broad restructuring aimed at making the second largest US computer company more

"The internet and competitive pressures have changed our lives, and we simply must move faster and more decisively if we are to meet customers' needs and maximise shareholder value," said Lew Platt, chairman and chief executive.

The four business units enterprise computing, computer products, inkjet print-

dent and chief executive, business. Duane Zitzner, The units will operate with a with responsibility for their own manufacturing, distribution, business partners and staffing, the company said.

"We've coupled greater autonomy and greater accountability." Mr Platt

Management pay would be based directly on financial performance, he added, announcing the promotion of four senior executives to staff over the next few head the newly independent weeks. business units. Ann Livermore, previously

general manager of HP's executives may choose not corporate computing systems business, will become president and chief executive of the Enterprise Computing Solutions sition and alliance teams or

who led HP's resurgence in The formation of indepenpersonal computer market, will head the new Computer Products group.

dent business units follows HP's announcement last off its measurement and test equipment, medical and chemical analysis systems and electronic components operations into a separate

customer-support organisa

At that time HP also said it was starting a search for a new chief executive for the remaining core business, to replace Mr Platt who plans to retire in about a year. Yesterday HP said it expected the yet to be named

spin-off company to become an independent entity by mid-2000. HP's shares were down

\$1 in early New York trading yesterday at \$69%.

recently. Mr Roberts has

been explicitly cautious

about investments in wire

less properties, saying that

they would lose value

Merrill Lynch analysts

MCI WorldCom will eventu-

ally need a wireless product

sible ways the company

could achieve this: buying

Nextel: acquiring Sprint

PCS, the digital mobile arm

of the third largest

long-distance telecommuni-

They identified three pos-

hecause of additional compe

tition.

In the US."



Nextel advances on bid hopes

Nextel Communications, the US wireless telecommunications group, rose again yesterday on renewed speculation of a possible takeover by MCI VorldCom, Bernie Ebbers' US long-distance telecommunications group.

ing the company at \$11.5bn. In the past month, its shares have risen from \$28%. MCI WorldCom's shares fell \$3% to \$401, however, as some analysts voiced concerns that Nextel would make a less than perfect target.

Neither company would comment, but discussions to be in their early stages. with a significant chance of

Nextel has hired Lazard Freres and Morgan Stanley to advise it, while MCI WorldCom is advised by Salomon Smith Barney. All three banks declined to

MCI WorldCom, which is By midday, Nextel's shares chaired by Bert Roberts, had risen \$\frac{1}{2}\text{ to \$\frac{1}{2}\text{0}\frac{1}{2}\text{, valu-} made an unsuccessful approach in January for Air-Touch, the US cellular telephone company that was subsequently bought by Vodafone of the UK.

Shares in Nextel jumped by more than 40 per cent during the bidding for Air-Touch, as analysis focused on the scarcity of indepen-

the rapid pace of consolidation in the industry.

MCI, which was bought by WorldCom last year, first showed an interest in Nextel in 1994, but it abandoned its plan to invest \$1.3bn in the company, citing technology An acquisition of Nextel

would be impossible without the approval of Craig McCaw, the cellular ploneer, and Motorola, which developed Nextel's technology. Each owns about 20 per cent of Nextel's stock. Analysis cautioned yester-

day that, at the current share price. Nextel would cations provider; or invest dilute MCI WorldCom's earning in MMDS, the third gen ings by 20-25 per cent next eration of digital licences.

They added that, until Lex, Page 16

ICO issue is set at only \$5

By Christopher Price

The parlous state of the fiedgling hand-beld satellite mobile selecommunications market was underlined yesterday when ICO Global Communications launched a \$1bn rights issue at a deep discount to its Nasdaq share

The UK-based group will Issue rights at \$5, a 43 per cent discount to the \$8% price prior to the announce-

ment. News of the move sent the shares down 18 per cent in early New York trading to \$7%. The shares were priced at \$12 when ICO went public nine months ago.

Melvin Pointer, ICO acting finance director, blamed "the iridium factor" for the share orice decline, which bad also hit the price of Globalstar, the third

Iridium, which launched the first use-anywhere satellite mobile phone service last November, was forced to reschedule part of its debts recently after disappointing proceed is \$500m.

sales and revenues. It also lost its finance director and has been forced to restructure its organisation to address marketing difficulties with its service partners.
If successful, the ICO

move will take to \$4bn the amount the company has raised from debt and strategic and retail investors. ICO said this would meet its cash needs until the first quarter of 2001. The total cost of the system is \$4.7bn.

Despite the share price decline, Mr Pointer said a rights issue remained the most efficient method of raising funds. It would also make the ICO stock more liquid - 95 per cent of the shares are held by original strategic investors.

it is expected that Hughes Electronic Corporation, the US aerospace group, will take up to \$100m of the rights issue. Hughes is providing satellites, control equipment, launch services network systems for ICO. The minimum take-up requirement for the issue to

BANKING CONSORTIUM RESTRUCTURES

Three banks take control at Integrion

Integrion, the 18-bank US consortium set up in 1996 to build a platform for electronic banking, yesterday unveiled a radical restructuring which will see three banks take over the prime responsibility for decision-

The three banks - Bank-America, Bank One and Washington Mutual, which all completed big acquisitions last year - will take the three seats on the board. Each previously held a 5 per cent stake in the company. and this has now been increased, although the banks did not give the precise stakes they would now hold.

Two banks - KeyCorp and Royal Bank of Canada - are leaving the consortium, while the other founding members, which include International Business Machines and the Visa USA hank card association, have reduced the stakes they hold in the company. IBM continues to provide technology for the venture, although the member banks have the free-

dom to use other suppliers. All the remaining owners are investing extra capital, which will go towards continued investment in offering extra banking services. The move follows debate between the owners over the future of the organisation. It is seen as a way to make

decision making easier, and

to resolve any potential con-

flicts between owners. Integrion now has more than 750,000 direct banking customers, but some in the industry are backing rival solutions. Citigroup, which remains a member of the Integriou consortium, late last year announced that it was also joining a rival project with Microsoft, called

Transpoint. When Integrion was grion project.

allow banks to fight off a perceived challenge to their hold over the payments system from software companies, led by Microsoft. Induscomment from Bill Gates, Microsoft chairman and chief executive, likening

hanks to "dinosaura". At the time, Hugh McColl, BankAmerica's chief executive, said that if Microsoft gained control of the bask ing infrastructure "that makes commodities of all banks'

William Fenimore, Integrion's chief executive, said sterday the new structure had been designed "specifically to be flexible and responsive to the needs of

our customer banks". He added that electronic bill presentment - the ability to present customers with bills online, so that they can be paid with one mouse-click remained the "primary focus" of the company.

Electronic banking has developed much more slowly: than other "e-commerce" activities, such as retailing and stock-broking, and bill presentment is seen by many in the industry as the "killer application" which would persuade customers to. use electronic banking ser

a much harder service to. provide than broking or direct sales, as several separate transactions need to be made simultaneously to pay a bill by cheque.

Paul Loftus, IBM's general manager for e-banking, said the aim was to provide a service which would allow a bank's customers to use all. the financial services applications they needed, having logged on only once. He said this would be the "distinguishing feature" of the Inte-

between the two are believed Mobil delays

By Haymand Coliff in Caracia

A \$2bn petrochemical joint venture between Mobil Chemical of the US and Venezuela's Pequiven, a subsidiary of the state-owned of company PDVSA, is on hold due to financing difficulties, according to an official at project had not been canthe Venezuelan company.

'The situation of the able and the project is being markets," he said. reviewed," said Enrique Torres, head of new developments at Pequiven. The joint venture is seek-

and \$1.5bn in debt to finance the construction of a new \$2bn olefins complex in eastem Venezuela.

markets now would mean petrochemical projects in eastern Venezuela.

joint venture Venezuela have," Mr Torres

> Bank loans, by comparison, were too costly and had a maximum maturity of 15 years, compared with the 20plus year maturity on capital markets, he added. Mr Torres maisted that the

celled. "We are tying up from Chicago. loose ends and looking for financial markets is not suit- an opportunity to go to the earnings will reflect a mod- company earned \$37m, or 96

project schedule, which ing to raise between \$1.4bu the start of the project had products, which are already been put back from 2002 to An international joint ven-

ture including Pequiven last However, "going to the year raised \$250m in bonds with a maturity in 2020, as paying twice the spread over well as a syndicated loan for Libor [the London inter-bank the remaining \$560m, for a offered rate) that previous fertiliser complex in north-

Cummins sees earnings rise

Shares in Cummins Engine mates. The current consenjumped 5 per cent in early New York trading after the world's largest maker of diesel engines above 200 horsepower said it expected firstquarter earnings of about 63 Cummins earned \$7m. or cents a share, which would top Wall Street expectations

by 5 cents, agencies report "Our expected first-quarter est but important step cents a diluted share, For Mobil Chemical confirmed | towards improving profit- the second quarter, the comthat it was "reworking the ability after a year of peak pany earned \$53m, or \$1.35. expenses associated with the on \$1.64bn in sales. includes financing". It said | introduction of our new giving us a comparative our revenues increase in line advantage around the with seasonal upturns in our

> Analysts had lowered their earnings projections as said vesterday. recently as Monday, according to First Call, a research Cummins Engine shares group that tracks such esti-

chairman and chief execu-

sus earnings estimate for Cummins was 58 cents a share, down from an earlier projection of 60 cents. First

18 cents a share, on \$1.5bn in sales, for the first quarter of 1998. The earnings include a charge of 78 cents a share.

"We expect improved earnings in the second quarter as world," said Jim Henderson. North American markets. and our cost reduction efforts continue to build momentum." Mr Henderson

By mid-day vesterday were \$1% higher at \$38%.

Xerox names new chief executive Rick Thoman is taking over from Paul Allaire as chief hased technology group. Mr Allaire, aged 60, who is credited with the successful restructuring of the old

chairman for about another Mr Thoman, who is 54, is a former senior executive at International Business Machines. He joined Xerox as president and chief operating officer and beir appar-

ent to the chief executive's out-sourcing and other ser- tive of American job almost two years ago. He said he intended to ware products.

"drive abead as fast as we executive of Xerox, the US- can" with what he described change" at Xerox - the technologies, the continued Xerox business, will remain adoption of colour technologies, the interconnection of delivery of customer-based

services based upon these technologies.

Extraordinary Meeting

Jurin, 16 March 1999

as "the four dimensions of he was senior vice-president McKinsey and Company. and general manager of financial officer.

executive of Nabisco Interna-Before that, he was presi- Industry Ten years from now, he dent and CEO of American

vices and half from hard- Travel Related Services. Company. He joined Ameri-Mr Thoman joined Xerox can Express in 1979 after: in June 1997 from IBM where being a senior associate with

Meanwhile, two executive switch from analog to digital IBM's personal systems vice presidents, William group, and later IBM's chief Buehler and Berry Romeril. were elected to the board Before joining IBM in 1994, and named to the newly digital products and the he was president and chief created position of vicechairman of the board. Mr tional, beginning in 1992. Buehler is also president of Operations for Xerox and Mr said, he expected Xerox to Express International and Romerli is also the compaderive half its revenues from chairman and co-chief execu-ny's chief financial officer.



N.V. Koninklijke Nederlandsche Petroleum Maatschappij

(Royal Dutch Petroleum Company)

GENERAL MEETING OF SHAREHOLDERS on Friday, May 7; 1999, at 10:30 a.m. in the "Nederlands Congres Centrum", Churchillplein 10, The Hague, The Netherlands

AGENDA

I. Annual Report for 1998. 2. Annual Accounts 1998.

Finalisation of the Balance Sheet as at December 31, 1998, the Profit and Loss Account for the year 1998 and the Notes to the Balance Sheet and the Profit and Loss Account.

Declaration of the final dividend for the year 1998. Discharge of the Managing Directors of responsibility in respect of their management and of the members of the Supervisory Board for their supervision for the year 1998.

3. Appointment of a Managing Director.

4. Appointment of a member of the Supervisory Board owing to retirement by

5. Designation of the Board of Management, pursuant to Articles 96 and 962, Book 2 of the Netherlands Civil Code, as the competent body for the issue of shares or the granting of rights thereon as well as for the limitation or exclusion of pre-emptive rights.

6. Authorisation of the Board of Management, pursuant to Article 98, Book 2 of the Netherlands Civil Code, as the competent body to acquire shares in the

Explanatory notes to the agenda and the documents referred to in this agenda are available for inspection at and may be obtained free of charge from the Company (Carel van Bylandtlaan 30, Postbus 162, 2501 AN 's-Gravenhage. The Netherlands, tel. +31-70-377 4540) and the head offices of the institutions stated under A. Copies of the nominations for the appointments referred to in items 3 and 4 of the agenda are available for inspection at and can be obtained free of charge from the Company.

REGISTRATION

A. Holders of share certificates to bearer may attend the meeting if their share certificates are deposited against receipt not later than May 3, 1999, at one of the institutions mentioned below, viz.:

Creditanstaft AG; Bank Austria AG; SKWB Schoellerbank AG, all in Vienna. ia Belgium:

ABN AMRO Bank N.V., Brussels.

la France:

Lazard Frères & Cie., Paris. In Germany:

Deutsche Bank AG; Dresdnet Bank AG, Josh in Fronkfurt Main; Deutsche Bank Saar AG. Sourbrücken.

In Losembourg: Banque Internationale à Luxembourg S.A., Luxembourg.

In The Netherlands: ABN AMRO Bank N.V.: MessPierson N.V., both in Amsterdam,

In Switzerland: Credit Suisse First Boston: UBS AG, Irak in Zurich; Picter & Cie., General.

B. Holders of registered shares of The Hague Registry may attend the meeting if they register to do so with NV Algemeen Nederlands Trustkantoor ANT (Posibus 11063, 1001 GB Amsterdam, The Netherlands, lef: ±31-20-623 6991) in writing not later than May 3, 1999.

Holders of registered shares of New York Registry who are of record may attend the meeting if they register to do so with Morgan Guaranty Trust Company of New York (PO Box 8205, Boston, MA 02266-8205, USA, tel. 1-781-575-4328) in writing not later than April 30, 1999

C. Usufructuaries and pledgees, what is stated above under A and B regarding registration is correspondingly applicable to usufructuaries and pledgees of bearer shares or registered shares, provided they have voting rights.

POWERS OF ATTORNEY

Those who wish to have themselves represented at the meeting by a proxy must not only comply with what is stated above under A. B and C respectively, but are also required to deposit a written power of attorney that must be received at the Company (FSK Division, Postbus 162, 2501 AN 's-Gravenhage, The Netherlands) not later than May 4, 1999. For this purpose, forms may be used which are obtainable free of charge at the aforementioned institutions.

> The Hague, April 7, 1999 The Supervisory Board

Copies of the Annual Report 1998 are also available from Shell International Ltd. Public Affairs, SLBPA, Shell Centre, London SEI 7NA.

DEFITE TO BENCHMOSE OF PROBER OF TRUE OF THE OFFICE OF THE PROBER OF THE STITL 10 BANCAMID AN PARMAL BY THEFALL CALES AN WINSTA AND A DO A Company limited by where A Company regulated in the Register of Banks Bank to the Bank of bady at the SAN PACEA: 1Mt Banking Group registered in the Register Registered office in Payer San Carlo 156, furnity Share capital L. 3 43,500 682000 wholly Registered in the Company Registered. Bank Office under the 4R294 at the Tributant of This code and VAT number 02/10/20019. Instant Banking Association code number 10.

NOTICE OF SHAREHOLDERS' MEETING

Shureholders are invited to an Extraordinary and Ordinary Meeting at the offices in Piazza San Carlo in Turin (entrance at Piazza San Carlo 158) at 11 am on 28 April 1999 (first cell), 29
April 1999 (second call for the Extraordinary Meeting) and 30 April 1999 (third call for the
Extraordinary Meeting and second call for the Ordinary Meeting) to discuss and decide on the

ACENDA.

Amendments to the Articles and By-Laws. Articles 1, 4 and 19 (name of the company), 8 (call of Meeting), 9 (participation and representation in Meeting), 15 (appointment of Vice Chairmen and Managing Directors, constitution of special Committees composed of Directors), 17 (meetings of the Board of Directors by videoconference; release of copies and otherwise of the Board of Directors by videoconference; release of copies and abstracts of minutes of the Board); Mandate to the Roard of Directors pursuant to Articles 2443 and 2420 zer of the Italian Civil Code and consequent amendment to Article 6 of the Articles and By-Laws:

Amendment of the mandate according to Article 2443 of the Italian Civil Code, given by the Shareholders' Meeting on 31 July 1998, concerning the exercise of rights reserved to employees to subscribe for ordinary shares: increase in the legal reserve to the maximum limit pursuant to Article 2430, paragraph 1. of the Italian Civil Code through transfer from reserves according to Article 7, paragraph 3, of Law 218 of 1990, from additional paid in capital, from the extraordinary reserve and from

Onlinery Meeting Financial statements for the financial year to 31 December 1998, report of the Board of Phancial statements for the infancial year to 31 December 1990, 1990 to the board of Statutory Auditors, motions concerning the allocation of the merger difference, allocation of the profit for the year; consolidated financial statements of the Group at 31 December 1998;

Motions concerning the purchase and sale of own shares pursuant to Articles 2357 and 2357 kerof the Italian Civil Code and of Article 132 of Legislative Decree 58 of 24 February 1998; Appointment of the Board of Statutory Auditors for the three years 1999/2000/2001 (pursuant to Article 19 of the Articles and By-Laws);

Determination of remuneration of the members of the Board of Statutory Auditors: Resolutions concerning the remuneration of the members of the Board of Directors. Pursuant to current regulations, a report on the proposals concerning the matters set out in the agenda of the day will be deposited at the registered office of the Company, at its secondary office at Viale dell'Arte 25. Rome and at the managing Stock Exchange, and available to the public; shareholders may obtain a copy of the document.

Those Shareholders, who present the appropriate certificate confirming their participation central securities management system, will have the right to take part in the Meeting.

Chairman of the Board of Directors

INFORMATION TO SHAREHOLDERS

Sime the election of the Board of Statutory Auditors will be conducted through oning lists, pursuant to Since the election of the Board of Stantory Auditors will be conducted through voting lists, pursuant to Article 19 of the Articles and By-Laws, the shortester, representing on their own or together with other tharcholders at least 1% of the arguptal, may present lists according to the procedure set out in Article 19 through deposit at the registered office and publication in the press of such lists at least 10 days before that fixed for the Sharcholders' Meeting on the first eath.

The Investor Relations Office of SAN PAOLO LMI is able to provide any further information: icl. -39 DH 555 2520 between the hours of 8,30 m and 5pm (Italian time). Documentation - which will be available at least 15 days before the Shareholders' Meeting - may be

:)

tocamentation - which are accusated as a contail address:

fax +39 011 555 2989; e-mail: investor relational samponto cont



execui



TO ALL STOCKHOLDERS OF TELECOM ITALIA

TELECOM ITALIA'S PLAN DELIVERS GREATER VALUE TO SHAREHOLDERS

- This weekend, Telecom Italia's shareholders have the opportunity to make an important decision for the future of Telecom Italia.
- At the Shareholders' Meeting, we are seeking shareholder approval for our industrial plan for a growing Telecom Italia.
- Our industrial plan will integrate Telecom Italia with TIM to create a world class customer oriented business.
- Our industrial plan allows you to capture the unparalleled growth potential for telecommunications:
 - Telecom Italia Internet customers-growth of over 35% in last 3 months alone
 - Over 15 million TIM customers, including over 800,000 new customers added in first 3 months of 1999
 - Rapid expansion in data transmission
 - Captures all of the benefits of fixed and mobile integration.
- Our financial plan supports the industrial plan and will give shareholders:
 - An immediate on-market share repurchase programme of up to €10bn in cash
 - Cash for ordinary shareholders through the issuance and trading of conversion rights
 - Simple capital structure with one class of shares
 - Further integration with the higher growth business-TIM.
- Our plan allows ordinary and savings shareholders to realise the value created from Telecom Italia's
- We are working for all shareholders. Keep 100% of the upside Do not give it away to Olivetti Tecnost.

TELECOM ITALIA IS WORTH MUCH MORE THAN OLIVETTI'S PROPOSAL.

ORDINARY SHAREHOLDERS' MEETING

Ordinary and Extraordinary sessions to be held in Turin, at Centro Fiere, Pavilion 1 294, Via Nizza, Lingotto, at 10.00 a.m. on the following days:

- April 9, 1999, the first call for the ordinary and extraordinary meetings
- April 10, 1999, the second call for the ordinary and extraordinary meetings
- April 11, 1999, the third call for the ordinary and extraordinary meetings

For further information please call toll-free: 167-020220 from Italy 08000569030 from the United Kingdom 18886892286 from the USA

From other countries, the following numbers can be used: +39-0636001273/0636001274/0636001275

website: http://www.telecomitalia.it

BANKING

Dutch pension funds refuse to raise NIB offer

Shares in the Dutch National Investment Bank (NIB) remained above the offer price yesterday as ABP and PGGM, the country's two biggest pension funds, opened a FI 4.1bn (£1.86bn, \$1.99) joint bid for the state-controlled industrial finance vehicle. In announcing details of the agreed takeover last Thursday, they refused to increase the price beyond the level they indicated when the deal was first unveiled last December. The tradable A shares in NIB eased 50 cents in Amsterdam to close at €30.80. ahead of the £29.95 being offered by the two institutions. Although there is only a small free float in the stock, it has changed hands above that level since the beginning of March. That indicates a belief in the market that financial groups such as ING, which owns 20 per cent of the bank, have been holding out for a higher price. ING - whose chairman, Godfried van der Lugt, has a non-executive board role at NIB - is the largest shareholder after the Dutch government. The state owns 35 per cent of the A shares and exerts control through other classes of equity. Gordon Cramb, Amsterdam

FRANCE

Arnault raises Bouygues stake

Bernard Amault, the French luxury goods executive locked In battle with rival François Pinault over the future of Gucci, the Italian fashion house, has increased his stake in Bouygues, the construction and communications group in which Mr Pinault is a leading shareholder. It was announced yesterday that the Amault group held 6,3 pe cent of Bouygues' capital as of April 1, up from the 4 per cent the LVMH chairman was said to have when his interest in the construction group was disclosed last month. The LVMH camp said at the time that those shares had been held for several weeks and that the investment had been made because Bouygues shares were felt to have good potential to appreciate in value. Bouygues shares sterday closed down 2.74 per cent at €244.4. David Owen, Parls

CZECH REPUBLIC

Unisys settles dispute

Unlays, the US technology group, and Cesks Sporiteins, the main Czech retail bank, have reached a settlement in their four-year dispute over a \$100m online information system contract. Ceska Sporiteina pulled out of the 1992 contract in 1995 claiming Unisys was unable to implement It satisfactorily and sued for more than \$100m, alleging that the US company had fraudulently misrepresented its system. Unlays counter-sued for breach of contract. Uniava failed in a petition before the US Supreme Court to have the case arbitrated in Vienna, as the contract with its subsidiary had specified, and the dispute was about to be heard in the US federal district court in the company's home state of Pennsylvania where damages could have been more substantial. Cesks Sporiteins still does not have an online information system for its savings books which number more than the country's population - and is rapidly losing market share. Robert Anderson, Prague

Olivetti details Telecom Italia terms

By Paul Betts In Millar

Olivetti yesterday set a floor of 35 per cent on the minimum stake it will accept in Telecom Italia and said it would withdraw its €60.4bn (\$65.2bn) bostile bid if Tele-

com Italia shareholders approved later this week the conversion of non voting savings shares into common voting stock. Roberto Colaniano. Olivetti's chief executive, also

launch a €22.9bn cash bid for the 40 per cent stake in its Telecom Italia Mobile (TIM) cellular telephone subsidiary it does not already own.

Mr Colaninno spelt out the conditions of Olivetti's bid during a shareholders meeting of Tecnost, the 97 per cent owned subsidiary Olivetti is using as the vehicle for its bid. The meeting, called to

approve a record €12bn capital increase for Tecnost said he would drop the offer designed to finance part of should Telecom Italia share-Olivetti's €11.5 a share offer holders vote in favour of the in cash, bonds and equity for

voting stock, was the first of shareholders meeting at the a series of decisive shareholder meetings this week. Olivetti will today hold

another shareholders meeting to approve its own capital increase of up to €2.7bm. On Saturday, it will be the turn of Telecom Italia shareholders to vote on the defence strategy proposed by to fend off Olivetti.

The defence plan includes a large share buy back and the conversion of savings shares into common voting stock. Telecom Italia will

end of this month to approve its proposed cash bid for the rest of TIM.

Mr Colaniano yesterday indicated Olivetti's bid would not be affected by the proposed Telecom Italia share buy back but by the conversion of proposed

savings shares. In a four-page letter sent out yesterday to woo Telecom Italia shareholders and institutional investors, Mr Colaniano claimed the conversion scheme was designed "to increase the number of Telecom Italia

Shara price mighter to the FT/S&P Banking :

ordinary shares and there fore make a purchase of the company more expensive, or ven unfeasible".

He also attacked his prey's proposed cash offer for the minorities in TIM arguing "the ability of any buyer to acquire Telecom Italia would be greatly reduced in the event that these defensive measures are actually

approved". Consob, the Italian stock exchange regulator, asked Olivetti at the end of last week to clarify the conditions under which it would withdraw its offer.

to retain brand

Düsseldorf-based industrial conglomerate, is to broaden its attack on Germany's telecommunications market by operating the o.tel.o fixed line business it acquired for DM2.25hn (£1.15hn, \$1.24hn) last week as a separately. hranded operation.

Shares in Mannesmann umped €5.80 to €130 yesterday on the first full day's trading following the group's unexpected swoop to acquire the o.tel.o network from the Veha and RWE energy-based conglomerates.

O.tel.o will be added to the Mannesmann Arcor fixed

line business. The takeover is the first significant consolidation in the highly-competitive German telecoms market since its liberalisation at the start of last year.

Mannesmann said the deal still subject to regulatory approval, cemented its position as the "strongest alternative" to Deutsche Telekom, the partially-privatised telecoms giant.

It added to the pressure on Mobilcom, the rival telecoms group that has grown repidly largely by renting networks from Deutsche Telekom and had also attempted to buy o.tel.o. Mobilcom's shares ended down €29 at

Although o.tel.o had invested heavily in infrastructure it made an unsuccessful launch last year after failing initially to allow customers use of its network without the fuss of pre-regis-

tering. But Harald Stöber, chairnan of Mannesmann Arcor. said yesterday o.tel.o would remain a separate identity under its new owner, including its different price structures and a headquarters in

Cologne.

Despite substantial overlaps, o.tel.o and Arcor could be pitched at different customer groups "with much reater precision", Mr Stöber

With more than 50 regional and national telecoms operators in Germany, Mannesmann's "two brand' branding strategies in consumer goods markets.

Mannesmann said o.tel.o would be hit by restructuring costs this year but Arcor's results would

'improve clearly". Together, Arcor and o.tel.o are expected to make a profit in 2001. Mannesmann is also alming to build its stakes in Omnitel and Infostrada, the Italian mobile and fixed line groups. It has not ruled out a capital increase to fund its

telecoms expansion. The sale of the o.tel.o fixed-network business leaves Veba and RWE more clearly focused on the European energy sector, in which either may now seek acqui-

sitions. However, at the weekend eba said it remained committed to the mobile tele-

phone market. The groups' 60.25 per cent stake in the E-Plus mobile business was not affected by the o.tel.o deal and could be increased. Veba also has a for Paribas and BNP's sepa-rate offers for SG and Pari-French mobile telecoms group.

Merged German bank sees its image dented

After property losses and board splits, HypoVereinsbank may be short of time to put things right, writes Uta Harnischfeger

einsbank resigned in mid-March, he took personal responsibility for the bank's property losses and wanted to signal a new beginning. instead, he opened a can of

Ever since, there have been growing calls for the supervisory board's most prominent member. Eberhard Martini, to resign as well. But Mr Martini, the former head of Bayerische Hypotheken-Wechselbank - its property exposure is at the core of the merged bank's problems - is not considering such a sten.

bank's troubled image. Once considered the new face of Germany's banking sector, the company resulting from the country's largest postwar banking merger is also running out of time to restore its reputation for

and this is highlighting the

Following revelations of massive property losses in October, subsequent verbal tussles between the two banks' former chairmen, as well as legal investigations and office searches, industry observers say the bank must act fast if it wants to dig

They demand a settlement of management differences, the appointment of a more

hen the supervisory prominent official in charge brokers; third, property board chairman of of handling the troubled funds offered by Hypobank Bayerische HypoVer- property portfolio, and with guaranteed yields that detailed exposure of the

bank's past property deals. Two weeks ago, the bank went some way to addressing these concerns by agreeing to employ an independent auditor to pip down property exposure. The auditor would also re-examine the share swap ratio used to determine the shape of the alliance when the two Bavarian banks merged in 1997.

Although both banks have used auditors before to determine their book values and the share swap ratio, this time a single auditor will look into both parties' books, particularly their property exposure. "This time, we want to see all the details," said James Hyde, London-based analyst at

Merrill Lynch. Previous audits did not dig deep enough into the books and failed to spot the real extent of Hypo Bank's property exposure, analysts say.

Analysis and investors are demanding details on Hypobank's three main property activities. These are, first, 52 commercial property proiects spread across Germany which have fallen in value since the original investments in the early 1990s; second, troubled property financing schemes offered by Hypobank through external

failed to materialise. It was only a year into the merger that Baverische Vereinshank discovered the extent of Hypobank's property losses. Albrecht Schmidt, the chairman deeply shocked and bitterly disappointed" about its partner's handling of the property question - told surprised investors in October that the mersed bank would have to take DM3.5bn (£1.79bn, \$1.92bn) in risk provisions for Hypobank's property schemes.

The charges covered 52 commercial real-estate projects that Hypobank had financed after the fall of the Berlin Wall in the hope proved false - that German unification would spark a roperty boom.

Since then, HypoVereinsbank has taken an additional DM700m in risk provisions to cover possible claims against its external financing schemes and another DM200m to assure the yields for Hypobank's property fund customers.

But there is an even more urgent question for former Vereinsbank shareholders, If the value of Hypobank's properties was massively overstated at the time of the merger. Vereinsbank sharebolders believe they should

DESCRIPTION OF REPORT

receive due compensation. recently said it was "hypothetically possible" that an independent auditor could declare faulty the share swap ratio applied in September 1997. German law does not allow for shareholders to be compensated after mergers are finalised. Merging the two former

Yet while Mr Schmidt epitomised by Mr Schmidt and Mr Martini - also needs urgent attention. "It is very bad to display to the public a split in the board," said Matthew Czepliewicz, analyst at Salomon Smith Barney in London. "The market expects a major European company to present a more

Court delays takeover moves by three banks

The outcome of the takeover battle between France's BNP. three largest listed banks is unlikely to be known before the end of June, a month later than anticipated. The delay emerged yester-

day, when a Paris appeals court said it would hear a complaint by Paribas and Société Générale on June 1. The two banks are challenging a decision by the Conseil des Marche's Finan-

ciers, the financial markets regulator, to allow Banque Nationale de Paris to bid for

BNP's unsolicited twin bids, announced on March 9, threaten a friendly merger agreed a month earlier between SG and Paribas. The board of SG last night rejected BNP's offer, with only one director - Claude Bebear, chairman of the insurer Axa - voting in

IGA, Boulevard Royal, Luxembrug.

before 13 th April, 1999.

in the nurses of considering the following approdu-

Report of the Stability Auditor for the

meeting later in the evening were also expected to reject

Speculation was last night also intensifying that a counter-attack by SG and Paribas may be imminent. Analysts say SG might be tempted to improve its offer for Paribas by returning cash to shareholders in the form of a one-off special divi-

dend. said their proposed merger would free €6bn (\$6.4bn) of excess capital.

The cash could also be used to guarantee future returns to investors, a practice that has been used successfully in France.

in recent weeks, 150 senior managers at 8G wrote an open letter to Jean-Claude Trichet, governor of the French central bank. explaining why they opposed BNP's hostile attack. SG also said 15,000 of its

third of its France-based staff - had signed another petition against the takeover proposed by BNP.
The CMF, which sets the

yesterday said BNP's offers would run for at least eight business days after the court's ruling, which is expected by the middle of June at the earliest. According to French Inan-The two banks recently cial regulations, BNP's offers were scheduled to run for 25

timetable for takeover bids,

business days starting next week, which would have resulted in the outcome being known around the end of next month. However, the CMF had

warned that its timetable might have to be adjusted. due to the unprecedented complexity of the deals proposed to investors.

The three offers - SG's bid bas – will run in parallei.

PUTNAM INTERNATIONAL FUND

Luxembourg, 11. rue Aldringen R.C. Luxembourg B 11.197

NOTICE OF MISETURE

Notice is hereby given that the Annual General Meeting of Shareholders will be held at the registered office of the Company on 19 April 1999 at 3.00 p.m. with the following

- 1. Presentation of the reports of the Board of Directors and of the Auditor.
- 2. Approval of the balance sheet and profit and loss accrual as of 31 December 1998.
- 3. Discharge of the Directors for the fiscal period ended 31
- 4. Ratification of the co-option of Mr Rafik Fischer as a Director in replacement of Mr Marie-François Lhote de Selancy, who has resigned.
- 5. Ratification of the co-option of Mr Randolph S. Petralia as a Director in replacement of Mr Thomas M. Turpin, who has
- 6. Re-election of Messrs John R. Verani, Takehiko Watanabe, ; John C. Talanuan, Steven Spiegel, Alfred F. Brausch, Randolph S. Petralia and Ralik Fisher as Directors for the
- Election of a new auditor of the Fund for the ensuing year. 8. Any other business which may be properly brought before

The shareholders are advised that no quorum is required for the items of the agenda and that the decisions will be taken at the simple majority of the shares present or represented at the Meeting. Each share is entitled to one vote. A shareholder may act at any Meeting by proxy.

By order of the Board of Directors .

\$1,463,000,000

This announcement appears as a matter of record only.

Greenwich Street Capital Partners II, L.P.

and its affiliated funds

A fund established to invest in privately negotiated equity and equity-related securities.

The undersigned arranged for the private placement of the limited partnership interests.

SALOMON SMITH BARNEY ATLANTIC-PACIFIC CAPITAL, INC.

GSCP, Inc. Manager of Greenwich Street Capital Partners II, L.P. 388 Greenwich Street New York, NY 10013

In order to attend the moctane, the corners of heaves shares are required to deposit their shares below 13 th April, 1999 at the Registered Othoc of the Company where proxy forms are available. The represent shareladders have to inform by mad fletter of proxy

By order of the Board of Directors

FMG MIR SICAV Social d'investissement a Capital Vanable 10A, Boulevard Royal, Luxembourg

R.C. Luxembourg B 53.392

NOTICE OF MEETING

Notice is hereby given that the Annual General Meeting of Shareholders of FMG MUR SICAV will be held at the registered office.

on Tuesday 30 th April, 1999 4 11 4 m.

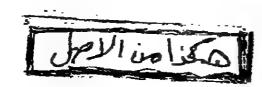
Management Report of the Directors for the year ended 31st

Approval of the Annual Accounts for the year ended 31 or December, 1998 and appropriation of the corners.

Duchage to the Directors at respect of the execution of their

Election of the Directors for a new term of one year. Election of the Statutory Auditor for a new term of one year.

The present netter and a form of processful be send to all regardenessed on record at 29 th March, 1999.



COMPANIES & FINANCE: ASIA-PACIFIC

SOUTH KOREA NEW FIGURES RAISE CONCERNS OVER CHAEBOLS' COMMITMENT TO CORPORATE RESTRUCTURING

Top five conglomerates' debt burden soars

By John Burton in Secul

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to retain

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The debt burden for South Korea's top five conglomerates, or chaebol, grew by 5.9 per cent to Won234,500bn (\$119bn) last year, raising concerns about their commitment to corporate restructuring in response to the nation's recent financial

two largest chaebol, were ratio to 200 per cent by the ness disposals as desired by to 600 per cent and that for based their decisions "in increase, with Daewoo's debt soaring by 40 per cent to Won59,872bn and that for Hyundai by 17.5 per cent to Won72,532bn, according to

the Fair Trade Commission. The new figures increase doubts about whether the leading chaebol will be able

mainly responsible for the end of the year in a move to trim their sprawling industrial empires.

The FTC said the average debt/equity ratio for the top five chaebol, which also includes the Samsung, LG and SK groups, had fallen to 385 per cent last year, but this was due mainly to capito meet a government target tal increases and re-evaluat-Daewoo and Hyundsi, the of reducing their debt/equity ing assets instead of busi-

the government.

warned that it would disallow asset re-evaluations in calculating the chaebol's debt/equity ratio, which forced Daewoo and Hyundai last week to re-submit new restructuring plans to creditor banks.

Analysts estimate the debt ratio for Hyundai would rise

The government recently asset re-evaluations are rescue from the governabout their financial stabil- went sour.

> chaebol were a main cause Institute. It said the chaebol ing.

Daewoo to 500 per cent if anticipation of a financial excluded, raising questions ment" if the investments

It is uncertain what action Excessive and unsound the government will take if investments by the top five the chaebol fail to meet the debt reduction target, for the financial crisis, although it is possible that according to a recent study creditor banks might be by the Korea Development forced to suspend new lend-

Haier to raise **\$200m from** overseas listing

By James Harding In Shanghai

maker, is looking to raise \$200m from an overseas listing, in a share issue likely to test international sentiment towards a leading Chinese

Waning investor confldence in China's economy look for Chinese businesses bave forced enterprises to abandon recent proposed

share listings. The first two initial public offerings of mainland companies destined for the Hong Kong stock market this year Heilongjiang Agriculture and Shandong International Power Development – have

fallen through, with the companies citing volatile market conditions. Other companies have delayed Haier said its proposals for

an international share offering had been approved by the China Securities Regulatory Commission, the market regulator. But the details of an issue "worth around \$200m" were still under dis-

The company is understood to have abandoned its shares on China's B share market - the depressed and domestic products available illiquid domestic stock mar- to Chinese internet users ergy gains expected by 2002 facturer, earlier this year. great because demands for time," said one executive. I move underlines how Chi- of e-commerce in China.

international share-buyers, Qingdao Haler, China's bave given up on the B leading home appliance share market, which has been in steady decline for well over a year.

Haier has not decided where the shares will be issued, although it is understood to be looking closely at the possibility of a Hong Kong listing. The company and concerns about the out- has been given CSRC approval to list its "white home appliance" assets plants making refrigerators, washing machines and air conditioners - according to officials. Haier is in the process of recruiting a foreign underwriter, and although it gave no timetable, the offer is expected to begin before

the end of the year. Over the past five years, Haier has emerged as one of the most competitive domestic appliance manufacturers their plans for a market in China beating back competition from some of the best known US and Japanese brands to recapture market share. Haier Group achieved a 50 per cent increase in sales last year to about Rmb16bn (\$1.9bn), according to official media, which have

not given earnings figures. Haier is now also under stood to be working on the launch of an online shopping earlier intention to list mail for China. The service is intended to make more ket for foreign investors. The and boost the development

NEWS DIGEST

AIRLINES

Tycoon commits to fresh \$200m investment in PAL

Lucio Tan, the Filipino-Chinese business tycoon, has agreed to provide a fresh capital injection of \$200m into Philippine Airlines if no other investor can be found to help support the ailing national carrier.

The move follows recent speculation about the commit-

ment of Mr Tan, the majority shareholder in PAL, to the airline's proposed revival plan which is under review by the Philippine Securities and Exchange Commission.

Under the plan, receivers to the airline are seeking a restructuring of the airline's \$2bn debt burden and fresh capital injection of \$200m which will eventually make up 90 per cent of the equity in PAL.

There had been much speculation in the local press that Mr Tan could be seeking to build a stake in a rival domestic airline, Air Philippines, which is reportedly seeking a restructuring of debt owed to Allied Bank, an institution controlled by the Filipino-Chinese businessman. Sources is PAL have also indicated that there has been conflict between Mr Tan and a group of executives recruited from Cathay Pacific to oversee the revival of PAL

However, Mr Tan, once of the closest allies of the late dictator Ferdinand Marcos, has given a commitment to government officials to back PAL if no fresh investor can be found by a June 4 deadline.

"He (Tan) is going to try and secure the \$200m. He has to produce it... Essentially, he made the commitment that he will produce it if he is not able to get an investor," Ronaldo Zamora, the Philippine executive sacretary told local

The commitment is likely to smooth the passing of the revival plan for PAL by the SEC which is expected to rule on it by April 15. The SEC has recently indicated the lack of definite information about fresh investors could be an obstacle in approving the plan. Tony Tassett, Manita

SECURITIES

China's regulator issues ban

China's stock market regulator has banned eight securities companies from providing consulting services for three years as punishment for conducting what it deemed "unauthorised operations".

Among the companies penalised for irregular business practices is one of the provincial offices of China Guotal Securities, one of China's largest stock brokerages. The ban on Guotal's Zhengzhou branch does not affect the operations of the company's many other branches, but it is the second embarrassment for the flagship Chinese brokerage in the last six months.

Late last year, Hongguang industrial, a provincial electronics manufacturer based in Sichuan, was discovered to have secured a stock market listing by claiming to be prof-Itable, when it was in fact making substantial losses. Guotai had promoted the original share issue and, after the violations at Hongguang came to light, the authorities also reprimanded Guotal.

The Shanghai Securities News, the official newspaper, said yesterday that the China Securities Regulatory Commission (CSRC) had also banned 14 individuals from the securities consultancy business for three years for acting

without regulatory approval. China enacted rules governing securities consulting a year ago, ordering all organisations and individuals to obtain approval from the CSRC

James Harding, Shanghai

Nissan does sums with many parts

The Renault deal will mean consolidation for suppliers, writes Alexandra Harney

fter all the flower from its parts makers. This Agrangements and tea is likely to mean another round of price cuts for its ash trays emptied and the television crews dismissed. Yoshikazu Hanawa, Nissan president, began the company's own clean-up campaign last weekend.

Less than 24 hours after signing a strategic alliance with Renault to give the French carmaker a controlling stake in the company, Mr Hanawa called executives from Nissan's top parts suppliers to company headquarters in Tokyo.

His message was simple: lower your cost structures or risk losing our business. The meetings sent a shiver through the ranks of Nissan's parts makers, Japan's largest automotive keiretsu (industrial grouping).

The alliance with Renault is likely to force Nissan to unravel cosy industrial ties built up over the past 50 years and stimulate a fundamental consolidation of responded by slashing costs Japan's fragmented parts and trimming their workindustry. "The Nissan ketressu as we

The Nissan keiretsu two years from now is not going to bear any resemblance to Jardine Fleming Securities.

knew it in the past is dead.

Renault's own restructuring, expects to squeeze one-third bought 50 per cent of Zexel, controlled systems.

leading suppliers, including companies such as Calsonic, Kansei, and Unisia JECS. These groups, in turn, will press their smaller suppliers to cut prices.

For financially-strapped parts makers, this is just the latest bad news. As they build more plants overseas, Japanese carmakers are relying more heavily on US and European parts makers. US companies sold a record \$13.3bn to Japanese carmakers in the first half of fiscal 1996, up 15.7 per cent on the previous year, according to the Japan Automobile Manufacturers Association. Industry officials predict that this trend is likely to

At the same time, car and truck sales, particularly at Kinugawa Rubber Indus-Nissan, have tumbled to their lowest levels in more than a decade. Suppliers forces with remarkable

nontinue.

The push for consolidation has provided a window of opportunity for foreign parts makers and domestic carwhat we see today," warns -makers. Robert Bosch, the Nissan, emboldened by majority control of a Japa-



Nicean's clean-up campaign is est to bring many changes

officer of Mazda, said recently he expected to weed out some of the group's 500 local suppliers. Nissan, as part of its restructuring, is already selling shares in components makers including Ikeda Bussan, Unisia JECS, and an automotive seal manufacturer called

osei Minami, Nissan vice-president, said the merger with Renault was aimed at strengthening the groups against their European rivals.

In order to supply Renault and Nissan globally, Japanese suppliers will need to beef up production capacity Stephen Usher, analyst at German parts group, became overseas and develop the first company to take value-added technologies particularly highly efficient nese parts maker when it low emissions, and computer

lower costs and more sophisticated components come at a time when profitability is in the doldrums. For example, Calsonic, a climate system, radiator, and muffler manufacturer, saw pre-tax profits tumble 14 per cent to Y9.79bn (\$80.2m) in the year to March 1998. Pater Boardman, analyst

at Warburg Dillon Read, said only a handful" of Nissan's suppliers, including Calsonic and Unisia JECS, were internationally competitive. These companies, along with efficient parts makers

such as Denso, see Mr Hanawa's clean-up campaign and the allbance with Renault as an opportunity to drum up new business. However, industry executives agree that consolidation will not happen overnight,

"it isn't as though we're making bread - our business requires testing and manu-The challenge is doubly. facturing, it will take some

TELECOM

Registered Office at 34 Via Bertola, Turin Corporate Headquarters and Secondary Office at 41 Corso d'Italia, Rome Capital Stock L. 7,421,251,726,000, fully paid-in

Entered under No.286/33 in the Ordinary Section of the Company Register of Turin Tax I.D. No. 00471850016

NOTICE TO SHAREHOLDERS

With reference to the Ordinary and Extraordinary Shareholders' Meetings to be held in Turin at Centro Fiere Pavilion ! - 294 Via Nizza, Lingotto at 10:00 a.m. on the following days:

- April 9, 1999, the first call for the ordinary and extraordinary meetings;
- April 10, 1999, the second call for the ordinary and extraordinary meetings;
- April 11, 1999, the third call for the ordinary and extraordinary meetings;

notice is hereby given that as of today, as agreed with CONSOB, the supplementary documentation to that already deposited according to current law is available to Shareholders and to anyone requesting a copy from:

the registered office at 34 Via Bertola, Turin the office at 189 Via Flaminia, Rome (instead of the secondary office which is closed for renovation) the office of the Borsa Italiana S.p.A. in Milan

The Shareholders can request a copy of the aforementioned documentation from the abovementioned offices from 9:00 a.m. to 6:00 p.m., as well as from the following numbers:

Toll-free 167-020220 from Italy 08000569030 from the United Kingdom 18886892286 from the USA

From other countries, the following numbers can be used: +39-0636001273/0636001274/0636001275

Request can also be sent by

internet to the e-mail address affarisocietari@telecomitalia.it

This notice is also available at our website: http://www.telecomitalia.it

Cash Offer Cenempac S.A (a company lotatly owned by

COFINEC N.V.

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thank Aktiengesslischaft ("CA IB") temounces on behalf of Cenemes S.A. ("Bidder") the Bidder is making a cash offer (the "Cash Offer") to acquire all of the 3,293,766 Coffees GDRs and/or Coffee Shares (the "Cofined Securities") currently held by Cofined Security Holders. The Cash Offer is continional apon other Cofiner Securities acquired by Bidder outside the Cash Offer) 100% or such lower pero may decide but in any event not less than 67% of the share capital of Cofinec. The full terms and co the Cash Offer (including details of how the Cash Offer may be accepted) are set out in the offer do

2 April, 1999 (the "Offer Document") and the accompanying form of acceptance (the "Foom of Accept Terms defined in the Offer Document have the same meanings in this advertisement. A Coffuse: Security Holder who validly accepts the Cash Offer will receive HUF 2,376 in cash for each Coffuse Security (which translates to USS 10.00 or Euro 9.32 as at March 30, 1999, the last day of trading of Cofinee Securities on the Budapest Stock Exchange prior to the announcement of the Cash Offer). Accepting Cofine Security Holders who are not tax resident in Hungary and meet the relevant Hungarian foreign exchange regulations will also be entitled to receive payment for their Cofinec Securities in USS, calculated in ac-

with the procedure set not in the Offer Doo The Cash Offer values the share capital of Coffnet at approximately HUF 7.8 billion (US\$ 32.9 million

Copies of the Offer Doctament and Furnis of Acceptance are available for collection from: CA IB Securities Ltd., Nagysándor József taca 10, 1054 Budapest, Hungary, Postal address: 1372 Budapest,

Pf. 484. Telephone: +36 1 269 07 11/350 or +36 1 302 8050 and Banque Générale du Caxembourg. 30 avenue J.F. Kennedy, L2951 Laxembourg, Telephone: +352 4242 2005.

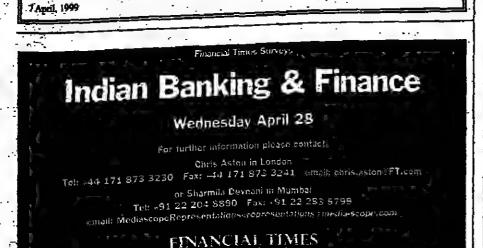
The Cash Offer will be open for acceptance until 15:00 hrs (Budapest and Luxembourg time) on 25 May, 1999. not cash other with or open has acceptance than 12.00 mis (truespess and actemious) unserted to stay, 1999.

Cofiner: Security Holders should note that if the Cash Offer is declared mecoaditional, Bidder will consider applying to the Budapest Stock Exchange and the Luxendourg Stock Exchange for the withdrawal of the Coffinec Securities from listing on those exchanges.

The Cash offer will not be made, directly or indirectly, in or into, or by use of the mails or any means of radity (including without limitation, telephonically or electron of, or any facilities of a national securities exchange of, the United States, Canada, Australia or Japan and accordingly the Cash Offer will not be capable of acceptance by any such use, means, instrumentality or facility from within the United States, Canada, Australia or Japan. Doing so may render invalid any purposed

Accordingly, copies of this advertisement are not being, and must not be, mailed or otherwise forwarded, distributed or sent in or into or from the United States, Camada, Australia or Japan and all the persons reading this upinouse or searm or two or nomines, trustees or custodians) must not mail or otherwise forward, distribute or send this advertisement, the Offer Document or Form of Acceptance (or any related offering document

United States, Canada, Australia or Japan. This advertisement is published on behalf of Bidder and the contents have been approved by CA IB, which is runs suvern coment as promised on season by the Securities and Fatures Authority Limited, solely for the purposes of segulated in the United Kingdom by the Securities and Fatures Authority Limited, solely for the purposes of Section 57 of the Financial Services Act 1986. CA IB is acting exclusively for Bidder and for noconnection with the Cash Offer and will not be responsible to anyone other than Bidder for providing the Micross afforded to customers of CA IB nor for giving advice in relation to the Cash Office. Cofiner Security Holders are advised to seek their own independent financial advice. Cofiner Security Holders considering the Cash. offer should be aware that the legal and regulatory regime applicable to the Cash Offer may be different from that of the United Kingdom. Consequently, the protections provided by the UK regulatory system may not apply.



Liberty to take 8% stake in News Corp

Shares in News Corp surged 12 per cent in Sydney yesterday after the company announced that Liberty Media of the US would acquire about 8 per cent of Rupert Murdoch's global media group.

in a two-step deal worth "substantially all" of Liberty Media's 50 per cent interest in the Fox/Liberty Networks partnership. Liberty Media is controlled by AT&T. The entertainment channel and related assets. In exchange, Liberty will

receive about 51.8m non-voting American Depositary Receipts valued at \$1.43bn, and has agreed not to sell them for two years.

The deal would make Lib-US\$2.1bn, News is to buy erty the second largest Malone was content to take stake of about 8 per cent. behind the Murdoch family with about 30 per cent. It would also end News Corp's Fox/Liberty venture includes troubled relationship with

establish a US satellite broadcasting venture.

John Malone, Liberty

chairman, described News as "one of the best managed and positioned global entertainment companies in the

Analysts said the fact Mr shareholder in News with a non-voting stock in News rather than in Fox Enterowned film and television arm, showed "extremely high levels of confidence" in

News full control of Fox/Lib- alliances and acquisitions erty Networks, highlighted News's expansion in US cable television, particularly in sports and entertainment programming.

This deal will enable us to leverage more fully the Fox brand across our cable and broadcast properties while giving us added flexibility over our sports and entertainment channels." News Corp said that buy-

regional sports programmer MCI, which has been marked News, and the shares ing out Liberty's interest business associate of Mr Fox Sports Net, a cable by tensions over attempts to jumped A\$1.38 at A\$13.08. would better enable Fox Murdoch. Mr Murdoch said the Entertainment, its film and agreement, which will give television arm, to pursue "on its own timetable and at

> "additional synergies". In a related deal. News said Prince Alwaleed Bin entire amount for about Talal, the Saudt Arabian investor, would also acquire 8m News Corp ADRs, adding to his existing stake of 5 per cent in News's non-voting shares acquired in 1997. Prince Alwaleed is a close

its sole discretion". Full con-

trol should also promote

News would also repur-

chase 56.2m non-voling ADRs from MCI WorldCom. which has held warrants over the News ADRs since 1995. News said subject to shareholder approval, it intended to repurchase the \$1.39bn and then sell 28.1m of the ADRs to Liberty at the same price it bought them from MCI.

See Editorial Comment

KPMG made own offer to block poachers

By Jim Kelly in London

Arthur Andersen's attempt to poach the Canadian practice of rival "Big Five" firm KPMG collapsed after partners were made a generous alternative offer including an injection of up to C\$300m (US\$200m) into the pension fund, it emerged vesterday.

Spencer Lanthier, KPMG's Canadian chief executive. blamed the collapse of the Andersen deal on uncertainty caused by a dissident vice-chairman who won the backing of an Ontario court to delay the merger vote. But it is understood that a

KPMG counter-offer also played a part. This was masterminded by

Paul Reilly, chief executive of KPMG international and Steve Butler, chief executive of the US firm, who put together an alternative proposal to woo Canadian part-

Many Canadian partners were already questioning the Anderson deal and are thought to have been uphappy with the way in which the firm's leadership had proceeded without wider

The loss of the Canadian practice would have seriously undermined KPMG the defection to Andersen.

international's attempts to build a single, globally inte-

KPMG International declined to comment on the proposed deal while discussions continued in Toronto. But the deal on offer to KPMG Canada is understood to contain:

• An assurance that all Canadian partners. will become partners in a new "Americas" firm. The Andersen offer would have left some outside the prestigious Andersen Worldwide A corporate governance

structure for the new "Americas" firm which would safeguard Canadian interests.

An offer to equal Andersen's on income guarantees and tenure.

· An injection of up to C\$300m into what KPMG admitted last week was an underfunded pension fund. • An offer that infrastructure and support systems required by the Canadian "Americas" firm would be

International. • That there would be "no reprisals" against KPMG management in Canada, which had masterminded

met by the US firm or KPMG

Intel cuts bonuses after chip sales drop

Bonuses paid to senior tive and president, saw his executives at Intel, bonus decline to \$1,789,800 the world's largest semi- from \$2,190,100 in 1997, while substantially in 1998, a year in which worldwide chip sales auffered a big decline.

Reuters reports from Wash-Andrew Grove, chairman, saw his 1998 bonus fall to \$1.926.800 from \$2,790,400 in proxy filed with the Securities and Exchange Commis-

sion. His base salary rose to

\$490,000 from \$465,000. · · ·

conductor group, were cut his salary rose to \$454,200 from \$365,000. There was an average

bonus decline of about \$340,000 for Intel's three other most highly compensated executives: Gerhard Parker, executive vice-president and general manager of 1997. Intel reported in a the New Business Group: Leslie Vadasz, director of corporate business development: and Paul Otellini. vice-president of the Archi-Craig Barrett, chief execu- tecture Business Group.

Nortel strategy convinces the doubters

Its move into data networking appears to be paying off, writes Scott Morrison

nvestors and customers player in defining how netappear to be buying in to Nortel Networks' new strategic direction, despite ini- into a vision of the future," tial doubts that the Canadian telephone equipment maker could transform itself into a next-generation

Nortel's shares tumbled last summer amid concerns over the company's expanslon into data networking. And investor worries that the US\$6.9bn acquisition of Bay Networks, the US maker of data networking equipment, would hit earnings. sent Nortel shares tumbling by about 60 per cent over

But market sentiment has changed dramatically in the last half year. Analysts are encouraged that Nortel appears to be bridging the corporate culture gap. retaining key Bay staff and adopting Bay's quicker pace. investors are so encouraged by Nortel's prospects that the company's share price the past six months, nearing

its 52-week high. customers are moving to vice-president and director at RBC Dominion Securities. There is a clear sense that patible with about 90 per Nortel is beginning to be a cent of existing network

works will be built, and how technology will be integrated

he says. Known until recently as Northern Telecom, a telephone equipment maker overshadowed by larger rivals in the US and Europe. the company stunned the industry last year by committing itself to the convergence between telecoms and data with its acquisition of Bay, which was losing ground to Cisco Systems, its larger datacom rival.

Much of the credit for Nortel's re-emergence goes to John Roth, the chief executive who issued an internal memo over a year ago announcing that Nortel would refocus on data communications. Observers say Nortel's move gave it a headstart in the race to become an equipment provider for the next generation.

In February, the company unveiled Succession Nethas more than doubled in works, technology that enables large telecoms carriera to overlay data network-The turnround is evidence ing capabilities on to their that investors, analysts and existing voice networks without having to acrap an seize the technological high estimated \$1,000bn worth of ground, says Benn Mikula, a investments in the current

Nortel's technology, com-



architecture, could help large carriers to make the transition towards building multipurpose networks that enable them to provide customers seamlessly with voice, data, video, internet and wireless services. It is under evaluation by Southwestern Bell, France Telecom, and AT&T.

Lucent has unveiled similar technology, although it is not compatible with networks built by other equipment makers. Analysts say Cisco, Nortel's other US rival, lacks the voice networking background and the relationships needed to be a strong competitor in the large carrier segment. Nortel's European rivals, such as Slemens, Alcatel and Ericsson, are given little time to act if they are to

remain industry forces.

Notice to shareholders in

FöreningsSparbanken AB / Swedbank

The Annual General Meeting of ForeningsSparbanken AB / Swedbank will be held at the Royal Dramatic Theatre in Stockholm, on Thursday, April 29, 1999, at 1,00 p.m. (CET).

Admission and registration will begin at 11.30 a.m. (CET).

Mr Roth has also binted

step on a few more toes by announcing an agreement to provide data networking equipment to a "major transnational carrier" in Europe. But Nortel, like its rivals,

faces several challenges, it must develop a more efficient method of transmitting data traffic across networks. Nortel is also trying to develop a more affordable way for carriers to move from circuit technology. used for voice traffic, to packet technology, which is more efficient for data.

A third challenge is to develop an integrated wireline and wireless internet enabling users to hold conversations, access voice-mail and scroll through data banks, as well as send and receive e-mail through a cordless phone, laptop computer of other device. Mr Roth savs his company will probably make a lew more small acquisitions to "fill some holes"

Maribel Lopez, an industry analyst at Forresters, says Cisco. Lucent and Nortel are most likely to develop the technology that will enable carriers to build next-generation networks.

Many industry analysts would argue that Nortel's inclusion in such a select group speaks volumes about Mr Roth's foresight. Now he must demonstrate

that the expectations are

well founded



John Roth: much oredit for Nortel's re-emergence

AEGON N.V., registered in The Hague, The Netherlands Shareholders are hereby invited to attend the Annual General Meeting of Shareholders to be hald

AGENDA

Call to order and opening.

Minutes.

3. Annual Report, approval of the annual accounts and the final dividend for the financial year 1998;

on Thursday, 29 April, 1999 at 2.30 p.m. at the AEGON Head Office, Mariahoeveplain 50. The Hague.

resolution to discharge from liability. Transamerica Corporation; Information and resolutions.

4.2 Resolution to issue common shares to be paid out of the General Surplus Fund.

Notification of the possible appointment of a member of the Executive Board. Announcement of the possible increase in the number of Supervisory Board members by one

Resolution to determine the fees of Supervisory Board members. Notification of the intended reappointments of two members of the Supervisory Board as of

Vacancies in the Supervisory Board in 2000.

Designation as referred to in Article 5, paragraphs 1 up to and including 4, of the Articles of

Authorization as referred to in Article 4, paragraph 14 of the Articles of incorporation,

10. Announcements.

11. Questions and edjournment.

The agenda, together with explanatory notes, the annual accounts and the Annual Report 1998 with the additional data required by law and the data and information required by law with respect to the candidates nominated for appointment as members of the Supervisory Board are deposited for inspection as from roday until the end of the Meeting at the AEGON Head Office in The Hague, at Bank Labouchere N.V. in Amsterdam and at Bank Labouchere, London Branch, 14 Buckingham Street, London WC2N 6DF and are available free of charge to any shareholder

Holders of shares to bearer or their proxies shall be admitted to the Meeting upon production of proof that their share certificates or, respectively, their mandator's share certificates have been deposited at the office of an authorized institution as indicated in the Listing Regulations of the Amsterdam Exchanges N.V. A proxy must show the written mandate. The filing of the documents should have taken place, at the very latest, on or by 23 April, 1999. Holders of registered shares will be sent the agenda with explanatory notes and annexes, as well as a request form for an admission ticket. They, or their proxies, should have informed the Company, in writing, by 23 April, 1999 of their intention to attend the Meeting.

The Executive Board

The Hague, 7 April, 1999 50 Mariahoeveplein



Agenda

Notification etc.

Shareholders who wish to attend the Annual General Meeting

must be registered in the share register kept by Värde-

papperscentralen VPC AB (the Swedish Securities Register

Centre) on Monday, April 19, 1999, and must notify the

Company Secretary, FöreningsSparbanken AR/Swedbank,

S-705.34 Stuckholm not later than Monday, April 26, 1999, at

3.00 p.m. (CET) in writing, by telephoning +46-8-670 21 40

www.foreningssparbanken.se/ir under the heading bolags-

When giving notice of attendance shareholders should

state name, personal/company registration number (in the

case of Swedish citizens or companies), address and

telephone number. Shareholders represented by proxy

should send a duly signed Power of Attorney and, if the

Power of Attorney is issued by a legal entity, a certified

Registration Certificate or other document attesting the

authority of the person signing to the Bank before the

must, to be qualified to attend, request that they are

temporarily registered in the share register kept by the

Securities Register Centre. Such registration which

normally takes several days must be effected by April 19.

1999. Shareholders should advice their trustees of such

request in good time before that date.

Shareholders whose shares are nominee-registered

or faxing +46 8 411 56 64 or on the Internet,

stämma (Annual General Algering).

Marters that by law and the Articles of Association shall come before the AGM include the presentation of the Annual Report of the Board of Directors and the Auditors' report as well as the consolidated financial statements and the consolidated Auditors' report for the financial year 1998, the adoption of the profit and loss account and the balance sheet as well as the consolidated profit and loss account and the consultiated balance sheet, the discharging of the members of the Board of Directors from liability for the period covered by the Report, the disposition of the Bank's profit in accordance with the adopted balance sheet, the approval of the record day for the dividend and the election of the Board of Directors and Auditors.

The Board of Directors' proposal for a bonus issue, which would increase the Bank's subscribed capital by SEK 3.519 M to SEK 10,556 M through a transfer from restricted funds to subscribed capital, whereby every two old shares would convey the right to receive one new share. The proposed record day for the right to participate in the hunus issue is Friday. June 4, 1999, The last day for trading in the Bank's share with the right to participate in the bonus issue is June 1, 1992

The Board of Directors' proposal to amend the Arricles of Association owing in part to the new legislation on business entities for banking companies, which has necessitated changes in, among other things, the mandate period for the Auditors and notification and registration procedures for the Annual General Meeting, and in part to the proposed bonus issue, which will require changes in equits limits with respect to the size of the subscribed capital.

The Annual Report with financial statements and the Auditor's Report as well as the complete proposals of the Board and the complete proposal of the Election Committee concerning election of the Board of Directors and Auditors are available from the Commany Secretary, Forenings-Sparbanken / Swedbank, Brunkebergstorg 8, Stockholm.

Dividend

The Board of Directors recommends that the shareholders receive a dividend of SEK 700 per share.

Tuesday, May 4, 1999, is proposed as the record day for the right to the 1999 dividend. With that record day the last day for trading in the Bank's share with the right to dividend is Thursday, April 29, 1999.

If the Annual General Meeting adopts the Board of Directors' recommendation the cash do idend is expected to be paid by VPC on Tuesday, May 11, 1909.

Stockholm, March 1999

FöreningsSparbanken AB (publ) / Swedbunk

Board of Directors



Swedbank

U.S. \$100,000,000



Statens Bostadsfinansieringsaktiebolag, SBAB

Subordinated Floating Rate Notes due October 2002 Notice in femily given that for the surmonth's injected Petrol Lean April 1 (Photo Detable 7, 1999) the Notice will carry an attend to the of 5.75° per struct. The representation on the selection of permitted partners date October 1, 1990 and out S. S. S. S. S. S. September for Holes and encounterbank of U.S. S. 5000 and U.S. S. 5000,000.

April 7 (9/9)

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Green and Detri USSWA,000.00A Cumpagnie Bancaire Anti- ulti- 2002 Sette du 2002 For the period from March 2012 (1999 to open day 20), then the facts and part of a contract of all parts and the facts and part of a contract of the facts and parts and the contract of a contract of

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Financial Times

PHARMACEUTICALS MERGER COMPLETED TO CREATE GROUP WITH £53BN MARKET CAPITALISATION

Investors support AstraZeneca link

By David Pilling in London and Nicholas George in Stockholm

made

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raics are

completed yesterday after combined global market shareholders overwhelm- share of 4.3 per cent last ingly approved the combinawith Astra of Sweden to well as Novartis of Switzerform one of the world's land and Merck of the US, to largest drugs companies.

AstraZeneca, which will have its headquarters in diate challenge will be to filed for approval in the US London, will be the fifth ride out the patent expiry of largest company in the UK, with a market capitalisation of about £53bn (\$85bn), and will make up 4.3 per cent of

reveals

By Thoroid Burker

According to data from to lose its patents from 2002. of the deal's completion.

MS Health, which measures Tom McKillop, chief execu- The company annous IMS Health, which measures Europe's biggest merger was new group would have had a the top slot.

The new company's immetwo important drugs, including Losec, Astra's anti-ulcer agent that achieved sales of \$4.4bn last year. Losec, the the FTSE 100 index by value. best-selling drug ever, begins a squeeze on the stock ahead

have to cross a "legal mine-

"in the early summer". The shares fell 91p to £29.46 yesterday, but analysts said this was a normal "technical correction" after

The company announced

prescription drug sales, the tive, said the company had the first tier of 100 senior 14 patents to protect Losec management appointments and generic products would yesterday, which Dr McKillop said had been detertion of Zeneca of the UK rival Glaxo Wellcome, as data for perprazole, an ulcer through a UK-Swedish quota year, narrowly pipping UK field" to challenge it. He said mined on merit and not drug the company claims is system. Several thousand significantly better than jobs would be announced by Losec, would be available in June 1, he said.

· As well as perprazole, the the second half after it is company had two strong cardiovascular products coming through as well as a promis ing anti-thrombin for blood clots. Proceeds from these products, as well as annual

Losec profits, he said.

The company would also seek to buy in at least one non-hospital drug from a biotechnology group.

Hakan Mogren, the resigning chief executive of Astra who becomes joint executive deputy chairman of Astra-Zeneca, said the most difficult part of the merger would be adapting the cultures of the two companies. He said management hoped to exceed the announced

Monument Biotechnology venture formed

approaches

Monument Oil and Gas, the exploration and production company, yesterday revealed it had received preliminary approaches from a number of companies, believed to include Enterprise Oil and

The shares, which had risen from a 12-month low of 32%p in January, jumped 5p to 47%p, valuing the company at about £420m (\$672m).

However, the company said no firm proposals had been put forward.

The announcement followed comments from Tony Craven-Walker, Monument chairman, at the final results last month, when he said the company was investigating possible deals to improve shareholder recurre.

He stressed yesterday that a full offer for the company was one possibility, but there were also a number of attractive opportunities to pool assets with others or even to buy assets.

Monument has about \$25m of cash and could raise a further £250m for acquisitions. Lasmo and Enterprise Oil, whose talks to create a

£3bn *super independent* collapsed last week, both refused to comment. aaid ADAIYSTS . TDE announcement put Monument in play. They said a buyer would probably have

to pay more than 60p a share Lasmo is regarded as the most likely bidder for Monu-

The operations of the two companies would overlap in Liverpool Bay where a combined business would control 45 per cent of the oil and gas field and have more influence with Broken Hill Proprietary, the Australian resources group which oper-

By Virginia Marsh and Richard Rivfin

Two of the best-known names in UK biotechnology a venture that will invest in the sector around the world. Chris Evans, the entrepreneur behind Toad, Chirosclence and other technology companies, and Jeremy Curnock Cook, head of the Rothschild Bioscience Unit (RBU), are to become executive chairman and chief executive respectively of Merlin Bioscience. The company, which will cover Europe, North America and Australia, will have one of the largest teams in the

in biotechnology, and will run venture capital and investment management It will also assume the management contract for International Biotechnology Unit, the quoted fund run by Mr Curnock Cook's team at

world dedicated to investing

Rothschild.



and is also an executive

and key individuals from Rothschild until regulatory RBU, formed in 1981. Mr approval for the new com-Curnock Cook, who has pany has been obtained, headed the unit since 1987 probably in the summer. Merlin Rioscience will be a director of Rothschild Asset £150m (\$241m) in funds

It will begin with about merger of Merlin Ventures Management, will stay on at under management but this

following the formation of a second Merlin fund, announced last month, which hopes to to raise £100m mainly for later stage European bioscience invest-

Until now, Merlin had and early stage investments in Europe while RBU has tended to target later stage companies, around the world.

"Now, we will cover the whole waterfront from lab bench to late stage," said Mr Curnock Cook. "We also expect a considerable amount of consolidation in the sector in the next five years. Spanning three continents will help us identify such opportunities. In coming together ourselves, we are showing the way."

The move follows the announcement last month that merger talks between IBT and Biotechnology Investments Limited, an offshore investment company also managed by RBU, had

Tie Rack agrees Italian offer

retailer born in the 1980s boom, yesterday agreed to a 122.6m (\$36m) cash offer from one of its main suppliand necktie manufacturer. Frangi investments of Italy. Shareholders representing have pledged to sell their

17 years ago with a £600,000 of 31.5 times earnings. Tie Rack, the specialist investment. It will realise 28.3m, but has agreed to lend £1.97m to the new company that will run Tie Rack. The deal, which pays

37.4

74.4

(30.9) (9.81)

ilv-owned scarf THAESTOLE against last week's closing price of 35p, brings to an end Tie Rack's turbulent 12 years as a listed company. It sive companies ever to come holdings to Frangi, regardless of a higher offer. This to the stock market when it includes Vadep, the Swiss listed just months before the

_ Yr to Dec 31 ★ ____ Yr to Dec 31

has only risen above its 145p debut price for less than three years, although it has been one of the few niche retariers to the recession. Most recently, it has fallen victim to the UK financial crisis in south-east Asia. The company had been poised to announce 1998-99 losses of 27.5m. Roy Bishko, Tie Rack's

trust which backed Tie Rack crash of 1987 - at a multiple founder and chairman, and his management team will Over the past 13 years it reinvest for a 20 per cent stake. Frangi will share the management of Tie Rack, appointing its international director, Simone Frangi as Mr Frangi said the plan was to revitalise Tie Rack by offering different products in its various markets. It operates 426 outlets in 30 countries. Robert Fleming is advising Franci, with HSBC

acting for Tie Rack.

to 775%p and Telewest advanced 19p to 296%p.

COMMENT Cable and Wireless

talks with Is there no let up in the whirlwind of deals surround- Cable and Wireless ing Cable and Wireless? Stare price relative to the Under Graham Wallace, the World Telecommunications index new chief executive, the telecommunications group seems as hyperactive as when Dick deal-maker Brown was at the helm. Take the current list of Cable and Wireless confirmed yesterday it was mooted deals. In the UK, considering a part-merger of C&W is considering selling

its UK cable interests with £10bn-odd of assets, including Telewest Communications, its mobile phone operator 100 respectively the first and and cable television business. second biggest cable groups Overseas, there is talk of pooling its international netin the country. Both companies stressed work with that of its foreign that talks were preliminary, subsidiaries. Mr Wallace will involving both the cable need stamina to deliver all companies' large shareholders, as well as management.

People close to the talks said the early and delicate state of them meant other options could be considered. The statement said that "preliminary discussions" are being held between

C&W in

UK cable

Telewest

By Christopher Price and Alan Cane in Landon and William

Lewis In New York

Cable and Wireless Communications, in which C&W holds 53 per cent, Telewest and certain of their major shareholders concerning various corporate options."

These "may include, among other things, the transfer of various businesses of CWC and Telew-est." The statement "emphasised that the current discussions are at an extremely early stage."

A tie-up between CWC and Telewest has long been rumoured in the cable industry, which has undergone rapid consolidation in the face of huge losses. Under the plan being put

forward by advisers to C&W. the telecoms group would take over CWC's corporate interests and hand its residential cable business over to Telewest. CWC, which is capitalised at more than £6bn (\$9.7bn), would then be de-listed. Merrill Lynch and Credit Suisse First Boston, the investment banks, and Greenhill, a financial boutique, are involved in putting the plan together.

However, people familiar with the talks said there were still difficult discussions ahead between CWC's shareholders, and separately between Telewest's shareholders, and then between all the parties.

It is understood CWC offered Telewest shares. A stalling point could be the amount of dilution Telewest shareholders might be willing to accept. Telewest big shareholders include AT&T and MediaOne. CWC's other significant shareholder is Bell Atlantic, the US group, with 18 per cent.

Any deal is likely to attract the attention of the competition authorities in London and Brussels. CWC shares rose 36%p to

754%p, C&W closed up 23%p son or by proxy.

these deals. But he is right to try. With C&W trading at a 40 per cent discount to the sum of its parts, something is wrong. Closing that discount requires C&W to be more focused. Hence the mooted UK deals - and the ongoing disposal of Bouvgues Telecom in France.

Selling mobile interests in territories where they are not meshed with fixed-line businesses confers another advantage. It allows C&W to focus investment on its international telecommunications side. Although less glamorous, this offers juicy returns. Global data communications revenues are growing by 40 per cent a year. Through its far-flung international network, C&W has the scope to reach business customers in Europe, Asia and the US. The problem is this network is not unified. C&W's two listed subsidiaries -Hong Kong Telecom and Optus of Australia - are outside it. Meshing the bits together will be tricky. C&W could not buy HKT even if it wanted to. But if Mr Wallace could find a workable structure, shareholders might have reason to

Reed Elsevier

To get close to hooking a big fish of a chief executive, then to lose him and have to tall this to the market is painful stuff indeed. This is a terrible display of negotiating tactics on the part of Reed Elsevier. The Anglo-Dutch media group is left with egg on its face. Other candidates for the job will scent a management under intense pressure to sign someone up. And investors will be concerned that whoever ends up leading the company was not the company's top

In terms of image, it does not get much worse. Furthermore, the rumpus over the recruitment has led two Reed Elsevier directors to resign. Any head-hunters out there looking for the challenge of their life?

Electra EGM to decide 3i bid

The outcome of 31's hostile £1.25bn (\$2bn) bid for Electra tra's proposals. However, it Investment Trust, its ven- also said it retained the ture capital rival, will be option to waive that condi-

3! said yesterday that it would withdraw its cash and paper bid, worth about 725p a share at last night's close. if Electra shareholders approved the trust's restructuring proposals. These include a tender offer for 40 per cent of the shares at 788p, followed by a self-off of the assets over five

Electra, which has called its EGM for April 15, needs the support of 75 per cent of shareholders voting in per-

that alternative. Analysts pointed out that if 3i proceeded after acceptance of the tender offer, it would need extra funding to cover the debt Electra would assume in order to finance

Electra shares eased 1p to 714p yesterday, while 3i's rose 11/4p to 629p. The first closing date for

the bid is April 21.

3i's offer document had said that its bid was condi-

tional on rejection of Elec-

"number of features".

including proposals for

enhanced remuneration of

Electra managers, had dis-

suaded it from considering

Financial Times Surveys -

Copper Industry

Monday May 17

For further information. please contact:

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or Anthony Hayes in Birmingham Tel: +44 121 353 6084 Fax: +44 121 580 9559 email: ahayes@globalnet.co.uk

FINANCIAL TIMES

Annual General Meeting of Shareholders

The shareholders of AB ELECTROLUX (publ) are invited to participate in the Annual General Meeting of the Company on Tuesday, April 27, 1999, at 5 p.m. in the Berwald Hall, Strandvägen 69, Stockholm, Sweden.

Attendance at the meeting

0.217

0.217 (0.382) 33.1♥ (7.844)

(124)

Shareholders who intend to participate in the AGM must be registered in the Company's share register kept by Värdepapperscentralen VPC AB (Swedish Securities Register Center), not later than Friday, April 16, 1999.

66.7 1.84† 36.92‡

In addition, notice of intent to participate must be given to Electrolux not later than 4 p.m. on Thursday, April 22, 1999, by mail to AB Electrolux, C-J, SE-105 45 Stockholm, Sweden, or by telephone at +46 8 738 6793 or +4687386338, or by fax at +4686562668, or via internet www.electrolux.com/agm

. Notice should state the shareholder's name, registration number, if any, address and telephone number. Shareholders may vote by proxy, which should be submitted to the Company in good time prior to the AGM.

Shareholders, whose shares are registered through banks or trustees, must have their shares registered in their own names in order to participate in the AGM. To facilitate this registration in the share register kept by VPC, shareholders should request re-registration well in time before April 16, 1999.

- . I. Election of Chairman at the meeting
- 2. Compiling and approving a voting roll
- 3. Approval of the agenda 4. Election of two minutes-checkers
- 5. Resolution on whether the meeting has been properly
- 6. Presentation of the Annual Report and Accounts and the Report of the Anditors as well as of the Consolidated Accounts and the Report of the Auditors with respect to the Group, for the financial year 1998 7. Speech by the President

- 8. Resolution on adoption of the Profit and Loss Statement and the Balance Sheet as well as the Consolidated Profit and Loss Statement and the Consolidated Balance Sheet, for the financial year 1998
- 9. Resolution on dispositions in respect of the Company's profit as shown in the adopted Balance Sheet 10. Resolution on discharge from liability of the Directors
- and the President 11. Resolution on determination of the number of Directors and Deputy Directors to be elected 12. Resolution on determination of the fees payable to the
- Board of Directors and the Auditor Election of Directors and Deputy Directors 14. Resolution on amendment of the Articles of Association

Dividend and record day (item 9)

15. Election of Auditor

The Board of Directors has proposed a dividend of SEK 3.00 per share. The Board of Directors has proposed April 30, 1999 as record date for the dividend. Subject to endorsement of this proposal, dividends are expected to be paid by the VPC, on May 7, 1999.

Amendment of the Articles of Association (item 14) The Board's proposal for amendment of the Articles of Association is required under the new provisions in the Companies' Act, which came into force on January I,

1999. The amendments involve in effect that

 the term of office of the Auditor be deleted (§ 7), the present provision for the time of notice of a General Meeting be deleted and the way of notice be changed implying that a notice shall be inserted in the Official Gazette (Post- och Inrikes Tidningar) and in Dagens Nyheter and Svenska Dagbladet or any other daily paper with nation-wide coverage (§9),

- a provision on pre-registration of attendance of advisors, If any, be introduced (§ 10). the provision on the opening of a General Meeting
- be deleted.
- new items of business regarding approval of the agenda for the Meeting and determination of the number of Directors and Deputy Directors, respectively, be introduced to appear on the agenda of an Ordinary General Meeting (§ 11).

Proposal for Directors' fees, election of Directors

and Auditor (items 12, 13 and 15) Shareholders representing more than 30 per cent of the voting rights of all the shares in the Company have declared that they, with respect to Directors' fees and Auditor's fees, respectively, and election of Directors and Auditor will vote for the following proposals:

- The Directors' fees totalling SEK 3;000,000 to be allocated by the Board of Directors among themselves,
- and the Auditor's fees be paid on open account. Re-election of the Directors Rune Andersson, Peggy Bruzelius, Thomas Halvorsen, Louis R. Hughes, Nobuyuki Idei, Stefan Persson, Michael Treschow, Karel Vuursteen and Jacob Wallenberg.
- New election of the auditing company KPMG Bohlins AB for the period up to the end of the Ordinary General Meeting to be held during the financial year 2002.

THE BOARD OF DIRECTORS Stockholm in April, 1999

1 Electrolux

Workers on the suggestion line

US companies can swap a wooden box for a telephone service to collect bright ideas, says Nikki Tait

Three years ago. American Freightways, an Arkansas baulage company, had a little wooden "suggestions box". Its 13,300 staff dropped in about one offering a

But things have changed. It now has a contract with an outsourced, telephone-based employee feedback service - and receives 200 calls a month from its workforce.

Suggestions have ranged from how to maintain equipment to the best way to bid for work on certain routes. "All people have to do is pick up a phone - it has been very beneficial," says Mr John Sherman, vice-president for "people management"

The person behind in Touch is businessman. The concept is simplicity itself, yet clients as varied as Pillsbury. Chase Manhattan, Arthur Andersen Consulting and Coca-Cola have nothing but

In Touch provides a freecall number, which the client's employees can dial at any time. Messages are then transcribed verbatim - and forwarded to the company's executives within one

For companies with 5,000 employees or more, in Touch will provide a monthly breakdown of calls, highlighting areas of concern, and so on. It can also provide some foreign-language services - Spanish, for example

It is successful, says Mr Lillenthai, partly because the service is independent and, unlike typical in-house systems, callers can remain anonymous.

The uses made of it vary considerably. Some chief executives have recorded a message on the freecall number about an issue to solicit opinion. The service has also been used to elicit employee commentary in particular usually proves unfounded, nies implement the system, Mr and not advertised as a

Do you want to strangle Clippy?

Clippy, formally known as the

"Office Assistant", is the

bug-eyed, paper-clip character

screen every time you try to

write a letter using Microsoft

usually an annoying

Word. Far from assisting, he is

Worse, Clippy makes PC users

feel inadequate, forever popping

implying that you are incapable

without instructions, Indeed, this

up to ask if you need "belp" -

of producing a text document

incessantly cheery figure may

well be responsible for much of

prevalent among computer users

of the best high-tech news web

sites, is running a "Kill Clippy"

subdue the little tyrant, or if you

For Kill Clippy instructions go

feature that offers ways to

are really serious, annihilate

On the subject of irritating software, the Melissa virus has

been creating lots of headaches.

It is always tempting to dismiss

But help is at hand. ZDnet, one

the anti-Microsoft sentiment

these days.

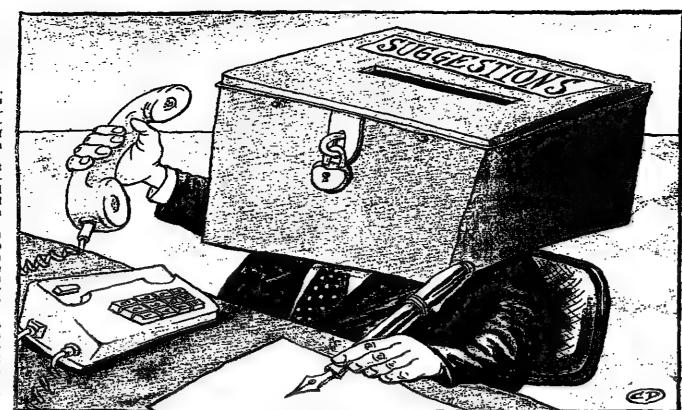
who pops up on your computer

LOUISE KEHOE

IN SAN FRANCISCO

Clippy faces his

come-uppance



But what is to stop disgruntled staff abusing the service by reporting incorrect information, or trying to land a colleague in trouble? Worse, what if employees banded together to send a series of messages intended to mislead managers?

That, admits Mr Lilienthal, is a frequent worry among prospective customers - but one that

efforts of anti-virus software

news. It signals the increased

sophistication of viruses that

threats if they go unchecked.

transmitted via e-mail and is

development. Melissa then

reads e-mail addresses from

Outlook and replicates itself by

sending the infected document to

It is this ability to access data

from other applications that has

worried experts. Imagine the effects if confidential files were

read by a virus and transmitted

US industry research group.

suggest Melissa could just as

to a predetermined address,

used as electronic "secret

easily have been programmed to

access documents and send them

rather than the e-mail list of the

In this way viruses could be

Analysis at Current Analysis, a

to unknown parties.

accesses files in another

opened.

these people.

victim.

Melissa, like several earlier

"macro" viruses, is carried in a

Microsoft Word document that is

activated when the document is

However, in an ominous new

program: the Microsoft Outlook

e-mail client software. The virus

pose serious computer security

sellers, but Melissa really is bad

"Those kinds of calls are Lillenthal says it is almost imposextremely rare. Believe it or not. sible to predict what the response employees by and large care about the companies they work for," he says.

Client companies tend to agree. At American Freightways, which introduced the service in 1997, Mr Sherman admits: "You will occasionally get someone who has a point they want to make and they will load the system." But, he says, the underlying issue is usually fairly easy to unearth and probably worth addressing

Karen Gustafson, head of employee communications at Pillsbury, the food company, says that where individuals are targeted for criticism, the company just "discreetly investigates". Having watched tens of compa-

"complaint" line. Second, convince workers that calls will be will be. But he notes that there is taken seriously. American ises to get back to all employees whether messages will be taken who leave their name within 10 seriously. That is followed by a days. Executives to whom the messages are forwarded are given grievances emerge. Finally, once five days to respond. Pillsbury the system is established, the makes a point of publicising the number of calls typically falls most relevant messages, together with responses, via its in-house

ents - although Pilisbury, which Perhaps the final benefit is that, as management tools go, this one is not particularly costly. In Touch charges a flat \$3 per employee, so a company with 10,000 employees would pay around \$30,000 a year

As Mr Lilienthal puts it: "That's the sort of money some spend on the company picnic."

JOHN W. HUNT

Schmooze your way to success

The importance of networking cannot be underestimated and although difficult, its skills can be learnt

Dear Professor Hunt, I have just had my annua appraisal. For the third year in a тои ту boss has told те that I need to network, which is omeshing I have never understood the point of, or the need for. In addition, I am rather shy and would in any case find this sort of activity particularly stressful. What is the point of etworking, and if I am to implement my boss's advice effectively, is there anything I can do to make it easier for muself?

If you think about it, any organisation relies on the interaction of individuals to function. These interactions create networks.

Most theories about how these relationships are maintained refer to common objectives, shared values, rules, regulations, inter-dependencies. But while we speak about "the firm" or "the ministry" or "the United Nations" as though these are tight, cohesive units of co-operating individuals, they are, in fact, rather loosely networked social systems. Your firm is no exception.

What holds people together is shared expectations about how they should behave. These evolve in any mix of people and are essentia) to what we call civilised behaviour, whereby the shared interests of the collective are paramount. Some of these expectations are quite explicit and formally documented. Others are more implicit, but refer to quite specific behaviours such as how we treat each other.

Most of the time we are not conscious of these agreements until someone violates one of them. This is one reason hostile takeovers are so hurtful. redator companies violate or of the unarticulated but fundamental codes of a civilised society: that adults do not attack each other's interests in a barbaric way.

What sustains these expectations are the networks of relationships among the people involved. Historically and statistically, the necessity to learn the more subtle rules of the game required interaction with no more than about 150 people. Companies were analysed as closed, or bounded, networks of a finite number of people.

Employee mobility and information technology have changed this picture. Traditional barriers to accessing networks such as hierarchy, age, gender, education, nationality - have been eroded. We have all become entangled in multiple networks. each with its explicit and implicit codes of expected behaviours. Interactions between individuals may be conducted face to face, electronically, over the phone or in writing.

The consequences are daunting. But if you want to pursue a career within this infinite network, you have no choice other than to play the networking game.

Second, the power of formal networks to dominate the way we behave at work is weakening. Often the powerful expectations come from professional colleagues or chents or sub-contractors, to whom an individual often feels more committed than their current

A third consequence is the

change from servicing a few, stable networks based on face-to-face communication to maintaining many. Fourth, many of these

extended networks depend almost entirely on implicit agreements which many people find stressful. So, learning to network means learning to "wing it", to "schmooze", to tolerate uncertainty and ambiguity. And, unlike the traditional face-to-face relationships of inter-firm interaction, the consequence of ignoring the implicit agreement of these often remote

relationships is unclear. We do not need major research to know that the people who thrive in this world are social animals whose focus is "out there"; and the people who hate it are introverts whose focus is "in here".

Of course, some people refuse to participate in the networking game. They argue that active networking is the scourge of the mediocre; that insecure people network with other more impressive individuals to establish their identity; and that networkers mistake quantity of

relationships for quality. So, given that networking is Important, how might you improve your skills? First, you need to accept that technology has transformed networks - so use the technology.

You can also develop your face-to-face networking by attending conferences, joining professional associations, and taking courses. The first public steps will be difficult. But boldness pays dividends. Walk up to a group and introduce yourself. Ask questions about them. If you see people who may be more interesting, excuse yourself and move on.

Remember, your objective is to make contacts, share experiences and information. Use your business cards, and ask for theirs. Follow up next day and try to keep open the relationships

you find interesting. If you wish to extend your links to unfamiliar networks, the process requires preparation. You need to identify significant people within the network, Write to a couple of these names and ask to see them. Take the initiative by suggesting in your letter that you will call them to set up a meeting. Avoid presenting yourself as an imposition. For example, say you are interested in their view of the industry instead of saying you are looking for a job.

Many may reject you and you might find yourself unable to set up a face-to-face meeting. But persist - you will crack it eventually. When you do, ask them for two

more names of people you should talk with to hear alternative views. These two names then become your next step in unravelling this network. Again. you secure a meeting. But this time it is easier because you write and, ideally, talk to your contact and tell them that Mr X. your first contract, suggested you talk to them. I have referred to this practice as skateboarding. The skill in networking is to ride on someone else's board. None of this is easy, though. Every step forward you take, you will get the impression you are going back four. But, unlike some skills, networking can be learnt.

John W. Hunt is Professor of Organisational Behaviour at London Business School and a consultant to private and public sector clients. This colum appears formightly.

circumstances: Rite Aid, the drug-store group, used it after a blg acquisition to try to assess the issues of concern to its newly acquired workforce.

Most companies, though, leave their workers to volunteer the subject - with the result that calls range from personnel and organisational matters to suggested business improve-

early 1990s, shortly after it was acquired by Britain's Grand Metropolitan, says it still receives about 50 calls a month.

often a quiet interval at the out-

set, while employees wait to see

period when minor, bottled-up

away, and their value increases.

began using the service in the

This, too, is confirmed by cli-

Mr Lilienthal has a couple of tips for anyone introducing the system. First, make sure the service is relatively unrestricted,

SO IT'S NOT THE TEN DAYS IN BED WITH LOTS OF HOT DRINKS AND THE



agents", snooping through Ammunition is at hand for the army of PC users computer files and transmitting exasperated by Microsoft's onscreen assistant them to competitors, enemies or even blackmailers, without the

knowledge of their victims. The good news is that Melissa was detected very quickly and antidotes were available within a few days. Less than two weeks after the virus got "into the wild" the epidemic now seems to be under control.

But Melissa has sounded a warning that no computer user can afford to ignore. Maintaining up-to-date virus protection is Imperative, but as this new virus has demonstrated, that may not be sufficient.

But what else can an internet user do? Encrypting sensitive files may be a sensible precaution. Ask yourself what the costs would be if a file stored on your PC were to be 'published" without your

It might be a list of employees' Salaries, or a private letter. For businesses, maintaining corporate network security looks like consuming a much bigger slice of IT budgets.

Who owns you? Or to put it more precisely, who owns your digital identity?

On the internet, your digital identity, or "digitalme" as Novell calls it, is defined by

information you share freely with web site operators as well as your web "habits" - web sites you "bookmark", those you visit most frequently, documents you choose to read and how long you spend reading them, as well as advertisements you respond to.

Together, this data creates a profile of great value to marketers. If you have visited several automobile web sites recently, the chances are high that you are interested in buying a new car. If you consistently read all the news about internet companies, you may well be an investor who uses online brokerage services.

But do you want to receive marketing material aimed at your digital identity, or would you prefer to keep your interests private? Putting that decision in the hands of the consumer is the goal of "digitalme".

Novell, the networking software company, is proposing a system that enables consumers to create "mecards" – trading cards that contain personal information. Users may choose to share these cards, in much the same way that business cards are exchanged, or they might prefer to withhold certain aspects of their digital identities. This is a practical approach to

the issue of internet privacy. Rather than assuming on adversariai relationship between businesses and consumers, as the European directive on digital privacy would imply. Novell is attempting to create a system that would enable consumers to share their personal information only when they choose to perhaps because they are searching for a particular product.

Novell has built "digitalme" on its network directory technology, which was traditionally used to list all the users of a computer network. Creating lists of attributes has become an Important element of internet marketing,

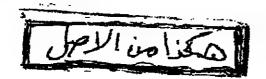
The company will test its approach among consumers, businesses and software developers over the next few months.

With luck, technology may triumph over politics and enable a practical solution to the burning issue of personal privacy on the internet.

Share your views in the Eagle Eye discussion group on the FT web site (www.FT.com) or contact Louise Kehoe by e-mail on lkehoeia ix.netcom.com

Corporate radar.

FINANCIAL TIMES No FT, no comment.



Wall Street and peace hopes lift bourses

EUROPEAN OVERVIEW By Khozem Merchant

trading, helped by overnight news from Wall Street, which closed above 10,000 for the second time, and signs of sector was one of the stron- 1.05 per cent, to 1274.34.

was later rejected by the US munications. Mannesmann's the better performers. Euro-zone markets enjoyed a and UK, fuelled a sharp price share 'price moved up Insurance also did well, up in the first recent to noct Rectar flying start to post-Easter rise, especially in Germany sharply to 6130.

gest, gaining 3.88 per cent on continuing consolidation. strongly after its recent operator Mannesmann cent, to 2,967.24.

where the sluggish economic The FTSE Eurotop 300 sluggish performance. outlook had subdued prices. index of Europe's leading Salomon Smith Barney fundamentals warrant.". The euro-zone telecoms stocks rose 13.27 points, or said in a report that the

The FTSE Ebioc index of performed its SSB Europe shares in euro-zone coun- index by 8 per cent in the The German telecoms tries gained 35.37, or 1.24 per year to date.

ment of a ceasefire, which distance provider Otelo Com- (2.31 per cent) were among catalyst to valuation.

insurance sector has under-

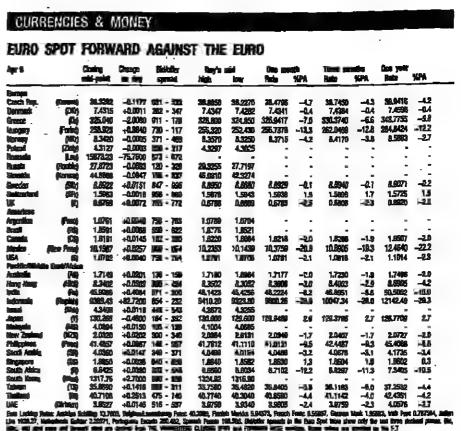
"M&A activity that has

weakness against the dollar. firmed after its takeover at Yugoslavia's announce- the weekend of rival long- and diversified industrials has not provided a positive

strongly, undeterred by recent sluggish economic tip the European Central Bank into cutting interest rates tomorrow However, French con-

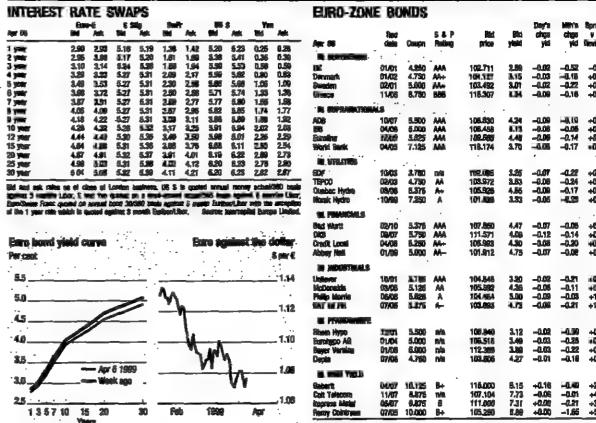
However, French consumer confidence figures yesterday belied the recent macro-economic statistics, suggesting investors are likely to continue to favour french continue to favour favour french continue to favour favour favour french continue to favour fav

Utilities bucked the trend. with water (-3.7) per cent) and gas (-2.87) both down



Apr 08 Markets	1012.05 930.10 977.22 1118.73	*1.05 +1.24 +1.24 +1.82 +0.41 +0.43 +1.94 +1.90 +1.50 +1.53 +1.50 +1.53 +1.53 +1.53 +1.53	+13.27 +36.37 +36.37 +16.76 +4.90 +0.42 +12.52 +20.75 +1.63 +1.63 +20.20 +2.33	191 1.89 1.98 2.79 2.53 2.37 1.87 2.16 1.95 1.77	# ef
FISE Europe 100 FISE Euroblec 100 FISE Euroblec 100 FISE Euroblec 100 FISE Euroblec Euroblec FISE Euroblec Euroblec Europe Eu-Euroblec Europe Euroblec	2967.24 1009.40 1222.54 1206.10 1255.50 1308.35 1227.40 1249.95 1249.9	+1.24 +1.62 +0.47 +0.47 +1.69 +1.69 +0.43 +0.50 +1.25 +0.23 -2.12	+36.37 +16.76 +4.89 +9.42 +72.52 +20.36 +1.63 +20.29	1.89 1.92 2.79 2.53 2.87 1.87 2.16 1.95	71.38 1.38 8.82 4.01 2.77 2.06 9.56 7.77
FISE Europe 100 FISE Euroblec 100 FISE Euroblec 100 FISE Euroblec 100 FISE Euroblec Euroblec FISE Euroblec Euroblec Europe Eu-Euroblec Europe Euroblec	1049.40 1222.54 1206.16 1206.16 1206.16 1209.35 1227.40 1249.95 1228.97 1012.05 90.10 977.22 1118.73	+1.60 +0.41 +0.79 +1.60 +1.60 +0.13 +0.50 +1.33	+16.76 +4.99 +9.42 +72.52 +20.76 +1.63 +20.29	1.55 2.73 2.52 2.37 1.57 2.16 1.96	1.38 8.82 4.01 3.77 2.09 9.56 7.77
FISE Eurobid Eurobids FISE Eurobid Eurobids FISE Eurobid Er UK FISE Eurobid 200 People Europia Ex-Eurobids Europia	1222.54 1205.10 1253.50 1309.35 1227.40 1249.95 1296.97 ICIORS 1011.135 800.10 977.22 1118.73	+0.41 +0.79 +1.00 +1.00 +0.41 +0.50 +1.33 +0.23	+4.90 +9.42 +12.52 +20.35 +1.63 +1.63 +20.20	2.79 2.53 2.37 1.87 2.16 1.96	2.00 2.77 2.00 2.00 2.00 2.00 7.77
FISE Europhia Europhic, FISE Europhia Err Dic Title Europhia Err Dic Title Europhia	1205.10- 1253.57 1308.35 1227.40 1249.95 1226.97 IChrs 1012.05 350.10 977.22 1118.73	+0,79 +1,80 +1,80 +0,13 +0,50 +1,35 +0,25 -2,12	+9.42 +12.52 +20.35 +1.63 +1.63 +20.20	2.53 2.37 1.87 2.16 1.95	2.06 9.56 7.77
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	352.07 1047.88	+1.50	+4.21	2.50 2.24	3.06
The second second	946.32	-2.00	19.28	4.89	30.60
GENERAL MOGSTIMAS	1167.71	+1.52	+16.57	2.36	5.60
Amoreta & Deliros	786.79	+1.13	+4.79	2.00	3.91
Decratifed Industrials	993.13	+2.31	+22.46	2.05	0.00
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Pharmacesticule	2177.12		+7.39	1.16	440
Tobacco	1314.43	-8.74	9.79	3.28	26.75
CYCLICAL, SERVICES	1312.78	+0.35,	+4.64	1.84	4.75
Ciede Randorn	514.84	+3.55	+21.13	1.00	0.00
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FRANCIALS	1355.74	+1.20	+18.05	2.08	6.89
Design	97331	-0.97	+9.38	2.43	6.38
parame	7001 22	+2.07	+20.32 -	1.33	1.78
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The East	729.73	-0.74	-1 CS · ·	2.85	1.67
Speciality & Other Tra-	102C45	-332	-127	2.18	2.94
INFORMATION TEXTS	1008.31	+2.55	+25.09	0.23	6.00
Jaiormogou Yech Hardware	1124.55	v330	+30.00	0.91	6.24
School & Complete Serv	739.02	+0.51	+6.54	0.53	0 15
Degrada & Conductor Onto					
	Omeratines Industriale Section 2 Edit Epole Engineering & Marialery SYCLICAL COMS 60003 Automobiles Hamining Goods & Torres HOW-6YC COMS 60003 Severages Proc. Proc. Coms 60003 Severages Proc. Coms 60003 Severages Proc. A Proc. Coms Severages Constitutions General Automotic General Automotic General Automotic Lister Emerical E Holist Maria Severage Lister Emerical Transport BROS-GYCLICAL SERVICE Frost & Dieg Bellenic Transport BROS-GYCLICAL SERVICE Frost & Dieg Bellenic Transport BROS-GYCLICAL SERVICE Frost & Dieg Bellenic Transport Bros. Emerical Lister Emerical L	Described Industrials 983.13	Described Industrials	Described Industrials Sec. 13 +2.31 +22.46	Described Industrials 931.13 +23.16 +22.46 +2.05 +2.25 1.75 +2.23 1.75 +2.23 1.75 +2.23 1.75 +2.23 1.75 +2.23 1.75 +2.23 1.75 +2.23 1.75 +2.23 1.75 +2.23 1.75 +2.23 1.75 +2.23 +2.23 +2.23 +2.23 +2.23 +2.23 +2.23 +2.23 +2.23 +2.23 +2.23 +2.23 +2.25 +2.2

FTSE Eurobac Tug	1049.40	+1,82	+16.76	1.98	8.32	1086,66
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Firebles	1309.35	+1.00	+20.56	1.87	286	1339.55
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CHESTLOSM & IRT AND	1047,88	+1.30	+13.47	2.24	3.06	1080.22
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GENERAL MODERNMAN	1167.71	+1.52	+18.81	2.34	5.60	1100.52
Antopier & Intro	786.79	+1.13	+4.79	2.00	3.91	803.50
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CYCLICAL COMS GOODS	1299.51	+2.00	+26.63	2.31	0.80	1335.00
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Hamming Good & You	1397.82	+1.65	+27.65	2.04	0.00	1409.75
HON-CYC COME GOODS	1246.72	+0.18	-236	2)44	5,29	1306.60
Beverages	925.74	-0.70	-7.41	243	10.33	956.29
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(phaces)	1314.43	-8.74	6.79	3.28	26.75	1300.01
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atore Special & Holes Hada & Photography	982.98 1943.78	-1.31 +0.58	-12.75 +7.12	1,57 1,58	1.72	985.54 1262.60
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(acaport	968.20	-8.86	-8.30	- 2.32	5.18	980.98
MIL-COLLISI, SERVE	1383.60	-2.26	+31.06	1.17	0.48	1454,80
ced & Dang McCalco	1095.46	-0.51	-6.45	1.75	0.51	1073.15
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olivery & Computer Serv	739.02	+0.51	+6.54	0.53	015	749.91
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War in Bosnia, with all its fear, injury and death has now been replaced by peace in Bosnia, with all its fear, injury and death.

THING

HAVEN'T.

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The Vlaamse Huisvestingsmaatschappij, a Flemish public institution, administers a decreasing term insurance portfolio consisting of 44 500 contracts and a total amount insured at death of approximately 47 billion BEF (or 1,15 billion Euros). Every year, around 2000 new decreasing term policies are underwritten. The reserves as at 31/12/1998 amounted to approximately 1,25 billion BEF (or 31 million Euros).

Insurers who are interested in taking over this portfolio and/or in future cooperation, can obtain further information form the Vlaamse Huisvestingsmaatschappij by requesting the document << Aanvraag tot inschrijving >>. All correspondence will be in Dutch.

This << Aanvraag tot inschrijving >> document can be obtained by sending a fax or letter, before 16 April 1999, to :

Vlaamse Huisvestingsmaatschappij

De Heer H. Lyben Administrateur - generaal

T.a.v. Mevrouw Vera Mommens of De Heer Bjorn Demeulenaere

Koloniënstraat 40 B-1000 Brussel

Fax: +32-(0)2 - 505 42 05

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LEGAL NOTICES

pre-notice to creditors of **ONLY SMART**

SECURITIES LIMITED As consideration is being given

to dissolving the company

creditors are requested to identify themselves prior to

April 16, 1999 to: European Trust Services P.O. Box 7827 1000 AA Amatem

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The Cantor Financial Futures Exchange, the first electronic futures market to set up in the US, yesterday launched its fully-interactive trading system - a move Trade, the largest US

The Cantor exchange which was developed by the New York-based brokerdealer in partnership with the New York Board of Trade, a smaller US futures exchange - started business began trading fixed-interest treasury bond and note

But although execution was handled electronically. traders and investors had to phone in ordera via "terminal operators" located in Cantor's offices, The exchange saw only very few months of operation.

yesterday, allows trading firms to place orders directly from a desk-top keyboard. This makes it fully-interactive, although the "terminal operators" will also continue to accept orders. Cantor officials have

which could renew pressure admitted they pushed ahead on the Chicago Board of with the hybrid system in the hope of forestalling possible legal action by existing exchanges and the terminaloperator feature has been cited as a factor behind CFFE's minimal impact. Yesterday, Howard Lut-

nick. Cantor chief executive, said he believed there were last September, when it about 100-150 keyboards operating at present. He declined to be specific on volume targets, but said the exchange now expected a "step-by-step" improvement in the months ahead.

Mr Lutnick also confirmed that Cantor planned to add additional treasury futures contracts to the screen-based small volumes in the first system, and then to follow The new system, launched and energy-related products.

Egyptian bank in E£300m offering

Egypt's Commercial International Bank (CIB) said yesterday it was offering the convertible bonds, the bank public E£300m (\$88m) worth of five-year coupon bonds, reports Reuters from Cairo.

The bank said in an announcement published in the daily newspaper, al- from E£13.56bn to E£13.28bn Akhbar, that the bonds over the period. But sharewould carry a fixed yield of holders' equity rose from 10.25 per cent, to be paid ES1.2bn to ES1.28bn.

be open for at least 10 days from April 22.

CIB made net profits of E2310m in 1998, up from E£267m in the previous year. The bank's total assets fell

and interest in due time.

European bonds move ahead Encouraging

BENCHMARK BONDS By Arkady Ostrovsky in Landon

Growing expectations of an interest rate cut by the European Central Bank gave a

further boost to the European bond markets. Bond prices also rose in response to a report that Yugoslavia had declared a unilateral ceasefire to mark Orthodox Easter.

Some analysts suggested that the ECB could cut the interest rate by 25 basis points and possibly by as much as 50 basis points when its governing council neets tomorrow.

These expectations helped the short end of the European bond vield curve to firm up further.

The vields on the one-year

The war in Kosovo and the

after-effects of the Easter

break conspired to provide a

subdued market yesterday

although bankers said that

secondary market spreads

sentiment towards emerging

markets. "First we had suc-

cessful sovereign deals and

now we will start to get

95.72 95.64

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L 5 YEAR OLY FUTERIES (LIFT) 2100,000 1000s of 100% +0.19

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the second wave of Asian (\$1.2bn) bond that bankers

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200

Las

NEW ISSUES

By Edward Luce,

fell by 5 basis points. Phyllis Reed at Barclays Capital said low yields at the short end made investors look for better yield at the

long end of the curve. As a result, the yield on the 10-year German bund also fell by 6 basis points.

The curve has steepened so much that it made the long end of the market look more attractive," she said. The German 10-year benchmark bund future rose by more than a point from

The 10-year euro swap spreads lost some of the earlier gains and tightened to about 37 basis points.

113.98 to 115.09.

US POLLARS

Republic of Austria VMG(f) Municipal Housing Fin BGB Finance Instances

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SWISS FRANCS

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NSW Treesury Corp#

UK gilts leapt by almost a point ahead of the Bank of England's monetary policy committee meeting tomor-

The 10-year glit future rose from 116.98 to 117.95. European bond markets also took some comfort from reports that Yugoslavia had

declared a ceasefire. However, most analysts said the impact of these reports would not last long. The strength of the European bond markets also

helped improve sentiment in

the US bond market. US Treasuries rose in midday trading as stocks were anticination of interest rate cuts in the UK and Europe.

bond was 🚆 higher at 95∰. sending the yield down to 5.536 per cent. Among shorter-term issues

The benchmark 30-year

the 10-year note was % row, which is expected to stronger at 972, yielding going forward.

The Dow Jones Industrial Average had fallen back in early trading after reaching a record close above 10,000

year note was unchanged at 99%, yielding 4.941 per

on Monday, sending money back into bonds. In spite of the recent come back in bond prices, the outlook for the market remain

ed uncertain. The primary trend is still bearish," said Dennis Hynes, sold off and on growing chief investment strategist at R.W. Pressprich in New

> environment is still very much with us."

> Perceptions that commodity prices have hit bottom also a factor for the market

governments in Finland,

made its debut in euros with

a €250m offering. An official

at ABN Amro, joint lead

with CDC Markets, said it

signs for euro arbitrage

By Ackady Ostrovsky

For the first time since the launch of the euro in January there are signs of improving arbitrage opportunities in the single currency. The swap spreads - the difference between fixed and floating-rate money - widened by about 5 basis points in the week to April 2.

s still not enough to attract the world's largest borrowers to the euro market.

The birth of the euro in January was supposed to help create an in-depth liquid European fixed-income market. But while there has been a lot of issuance by European companies and governments, some of the world's biggest borrowers have been notably absent.

Many stayed in the dollar market rather than the euro market because of the tight swap spreads between fixed and floating-rate money. A swap is a contract, usually between a borrower and a bank, to swap fixedrate money into floating-rate

money. Most multinational borrowers such as the World Bank and Fannie May, issue fixed-rate bonds that are priced over the benchmark government bonds. However. since their balance sheets are oriented toward floatingrate lending, they swap their fixed-rate money into floating-rate money. A wide spread between floating and fixed-rate money allows swappers to reduce their

cost of financing. Steve Major, chief bond strategist at ING Barings, says a particularly heavy round of fund-raising by

far this year is one reason

why swap spreads have pealing for multinational and corporate borrowers. The six biggest euro-zone

markets, keen to establish their benchmarks in the new currency, issued 36 per cent of their planned issuance for the year in the first quarter, according to ING Bartnes. In the aftermath of the

However, analysts say this Russian financial crisis the swap spread, which indicates the difference between government credit risk and banking credit risk, widened to 70 basis points as investors, wary of any risk, sought the safest haven in government bonds.

But as panic over the emerging markets receded. the swap spread has tightened to about 35 basis points. In contrast, the swan spread in dollars is twice as wide as for the euro, which tempts borrowers seeking floating-rate money.

One of the reasons for this is that the US government which has a large budget surplus, redeems more bonds than it issues. This has driven the US government bond yield curve lower.

Another reason for such dramatic difference between the US dollar and the euro swap markets is that the quality of banking credit in Europe is generally higher than in the US, according to David Munyes at Lehman Brothers.

This means that the risk premium for European credit over government credit is lower in Europe, which translates into a tighter swap spread. But analysts say that unless the swap spread in the euro widens, large issuers who seek European governments so floating-rate money are unlikely to borrow in sures.

were holding up well. The Philippines Long Distance Telephone Company, the country's partlyprivatised carrier, came to Investors can buy a minithe international bond marmum of 10 tradeable, nonkets for the first time since before the Asian financial crisis in 1997 with a \$175m The bond, which follows on from a couple of successful sovereign deals by the

CIB was rated by the Nile It added that the offer of Rating Company at AA+. the 1,000-bond issue would indicating a very strong ability to make debt repayments

6300m, Plus 27 days eco corporates," said one official. The PLDT nine-year offer-Philippines early this year, ing, which was lead manis likely to be viewed as a aged by Warburg Dillon further sign of the improved

Est. vol. Open tel.

Est. will Open int. 162,463 234,462

Est. val Open int. 0 367

Est. vol. Open int.

79.233

21,105

said was an extension of its domestic auction pro-Read, will be priced at a spread of 540 basis points over the Treasury benchmark. Blsewhere, Austria issued a five-year €1.1bn

Kosovo and Easter subdue trade

New international bond issues

Although formally syndicated and targeted at mostly retail investors, the deal bad little to distinguish itself from standard domestic

was trading at its re-offer spread of 21 basis points over the 10-year French Housing OAT. Municipal

us corpo	IRAT	E 80	NDS					
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III PROMOVALE							-	
GECC Base Que CAA Firi	06/02 06/02 01/18	8.75 7.25 8.98		117.7668 104,3300 94.255	5.79	-0.11 -0.06 -0.13	-0.17	46
MARKET NAME OF								
MMEX, Total Med Mays Daylon, Hud	04/90 05/02 06/21	6.75	2008+ 244 A-	100.8006 163 <u>.9030</u> 131.1 90 1	9.36	-0.14 -0.06 -0.10	-0.22	
III ANGIORI								
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EM .	04/07	7.260	AM	108,7713	6.86	-0.04	-0.18	+0
ABN Amm	05-07	7.125	AA-	104,4787	6.40	-0.05	-0.04	+1
Charitec	01/07	7.690	Ä÷	105,6300	5.00	-0.04	-0.03	+0
Colcorp Fills	32/04	5.085	AA-	19.5825	8.17	-0.05	-0.21	+0
R CS					7.3	et e j		
Bayer L-Bk	06/04	9.500	AAA	118.4885	5.41	-0.01	-0.39	+0
Toronto (NE pli)	05/04	5.500	Mit	113,5984	6.39	-	-0.33	+0
Self Carada	97/96	10,825	A+	101,3261	5.16	-0.02	-0.AT	+1
Coupeins & Fifth	09/02	5.875	AA+	101.1824	5.49	-0.02	-0.36	_ +0
m.s			7.			. :		
GB	12/17	7.825	888	115,3600	5.22	-0.10	-0.04	+0
Granding Bk	12/07	7.750	M	112,0087	5.93	-0.10	-0.14	+1
British Bas	03/00	7.625	۸÷	101,9800	5.48	-0.01	-0.21	+0
Albey Nat Fill	60/A00	8.587	AA.	100.0177	CBI	-0.09	+0.23	+0.
M. 1879								
E8	21,08	3.750	AAA	103,9167	3.22	-0.04	+0.03	+0.
Brit Cokambia	02/02	3.250	AA	103,8037	1.67	-0.03	-0.07	+0
Hydro-Quabec	05/01	6.760	10/8	100,7370	246	-0.02	-0.12	+1.
Gen Bect.	09/01	1.280	n/g	90,7212	1.94	-0.02	-0.09	+0
M. Alm				. '				
ERD (World EN)	03/02	5.250	AMA	113,0350	0.48	-0.02	+0.11	-0.
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Rafy (Hip of)	07/99	0.516	, AA	100.0217	0.25	+0.12	+0.07	+0.
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(BRD (World (SK)	02/06	6.000	AAA	103,3042	5.52	-0.12	-0.46	+0.
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S. Aus Gov Pin	06/03	7,750	W	108.1405	5.53	-0.11	-0.45	+0.
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FTSE AC	uarie	s Gov	епт	ent Se	curit	ies											UK Ir	ndice
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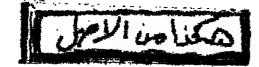
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London closing. Prices in USA Standard & Prof's rations.

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CURRENCIES & MONEY

Rate cut hope pushes sterling lower

MARKETS REPORT By Alan Beattie and Robert Chote

Expectations that the Bank of England's monetary policy committee will resume its cuts in UK interest rates tomorrow briefly pushed the pound to an 18-month low against the dollar yesterday.

At one stage sterling was more than I per cent down from its overnight highs in Asia, falling below \$1.5850 for the first time since September 1997. But it recovered some of its lost ground later, closing just over a cent down on the day at \$1,59.

Analysts said that the market had factored in a quarter-point rate reduction to 5.25 per cent, while the dollar was supported by continued confidence in US aconomic prospects and the

strength of Wall Street. David Bloom, currency analyst at HSBC in London, said that it looked as if star-

POUND SPOT FORWARD AGAINST THE POUND

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ling was making an attempt against the dollar.

"Sterling volatilies against the dollar are now higher than those against the euro," he said. "This may be part of The euro put on a late sterling's change over to a euro-based currency."

one event which made the market more bearish on the pound against the dollar.

comments from the Bank of England's monetary policy committee implying they were envious of the weak euro," he said. "It certainly doesn't seem to have been the real economy, since forecasts of economic growth in the UK this year have been

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Apr 6	Leiest	Prev. close
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Sterling's decline was not Sterling. to break out of its range deflected by the Confederation of British Industry's latest survey, showing rising service sector confidence.

spurt against the dollar in London trading as Serbia's But Mr Bloom said that it announcement of a unilatwas hard to pin down any eral cease fire raised hopes

The euro had been bumbling along contendedly for "It may have started with much of the day within a narrow range between \$1.07 and \$1.074. The news from Yugoslavia saw the euro bounce straight up to \$1.078 before closing at \$1.076. Tim Fox's team at Stan-

dard Chartered Bank argued that the announcement would provide only temporary relief for the beleagured European currency. Never-theless the likelihood of a quarter point cut in eurozone interest rates on Thursday provided "the potential, Mbeit short-lived, for \$1.09." Analysts are in two minds

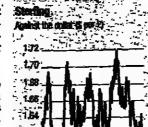
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62341 5.8745 2.7345 10.6715

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about what to expect from the European Central Bank this week. Reuters found 13 economists predicting a cut with 12 expecting no change Some think a cut could boost the euro by demonstrating that the ECB is serious about supporting growth.

As the new fiscal year starts in Japan, attention of yen traders turns from talk

of capital repatriation and Y120 for the last few weeks option expiries to the pros- of the fiscal year. Analysis pects for Japan's economy.

Few traders have drawn much conclusion from the one that the Bank of Japan behaviour of the yen in and the Ministry of Finance recent weeks. With talk of option knock-out protection hy east Asian dealers and speculation about large dollar purchases by Japanese banks, the movements of the ven have had little connection with underlying economic fundamentals.

But despite large intraday movements, the yen recently has been better behaved than its rapid gyrations in earlier months might have suggested. It traded in a fairly close range around

OTHER CURRENCIES



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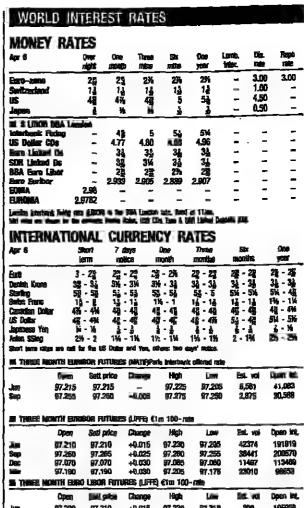
say that this is a comfortable range for the currency, and will wish to retain. Yesterday the yen closed slightly

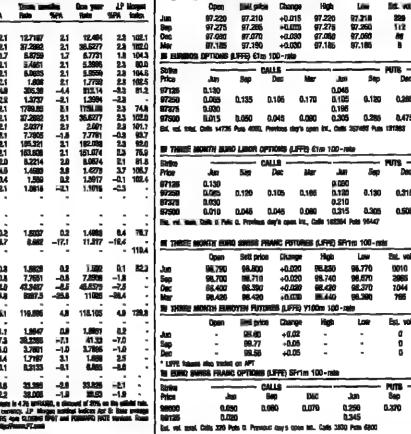
up on the day at Y121.1. "Below Y110, the profitability of the corporate sector is in doubt through export uncompetitiveness. Above Y125, the asset positions of Japanese banks are inflated and their capital adequacy ratios threatened," said Paul Chertkow of Bank

But the temporary stability in the currency belies a real economy still in deep trouble. Despite hints from officials that the economy is on the upturn and a slight recovery in the tankan business confidence survey this week, other indicators have shown production still mired in recession and extreme risk aversion leaving con-

sumers unwilling to lend.

of Tokyo-Mitsubishi.





CROSS RATES AND DERIVATIVES **EXCHANGE CRUSS RATES** 472.5 223.9 253.7 251.3 8.598 75.50 199.5 2.99 100 187.1 104.2 245.8 102.8 152.7 186.4 4,848 2,632 2,962 1 2,445 0,186 2,345 0,976 1,175 2,499 1,225 2,889 1,201 1,501 1,966 5.463 2.965 3.380 1.127 2.796 1.114 1 2.542 1.000 1.397 2.478 1.381 1.381 2.966 1.882 2.304 20,86 11,23 12,72 4,265 10,59 0,431 1,765 10 4,161 6,014 9,381 12,32 6,152 7,752 6,404 8,342 1.678 0.911 1.032 0.346 0.896 0.896 0.207 1.611 0.204 1.424 1.424 1.424 1.424 0.629 8.520 0.677 2.680 1.446 1.441 0.550 1.367 0.488 1.290 0.537 1.210 0.567 1.500 0.665 1.590 0.826 1.576 2.479 1.346 1.825 0.511 1.270 9.052 0.484 1.119 0.499 0.801 1.126 0.828 1.477 0.578 0.928 1.278 16.26 8.827 10 3.364 8.329 8.329 2.977 7.863 3.272 3.942 7.377 4.109 9.631 6.095 5.035 8.560 18,42 10 11,33 3,800 9,438 0,284 1,372 4,466 8,357 4,550 10,98 4,550 6,906 5,706 7,402 1.962 1.060 1.201 0.403 1 0.403 1.057 0.944 0.398 0.473 0.498 0.498 0.498 0.498 0.498 0.498 0.498 0.498 0.498 0.498 0.498 4800 2805 2905 2900 378,5 100 878,5 2321 965,5 1196 2777 1213 2860 1196 1799 1488 1938 Spec let. 82,223 1,747 1,454 EMS EUROPEAN CURRENCY UNIT RATES B.5 Open 94.960 94.965 95.050 95.050 94.850 94.860 +0.025 94.850 94.965 +0.025 24.900 94.900 +0.040 94.920 Nan baded on AFT. All Open blants Squ. sen for pareous day. WE SHORT STEELING OFTIONS (UFFE) E500,000 points at 100% 21298 20409 5415 5488 5169 186052 190895 141372 130944 108779 94,970 95,940 94,830 94,970 94,880 Dec 8,030 0,060 0,120 0,200 0,300 0,410 0.250 0.165 0.100 0.055 +0.02 BASE LENDING RATES eRobert Flerning & Co 5.50 Habib Bank AG Zurich 5.50

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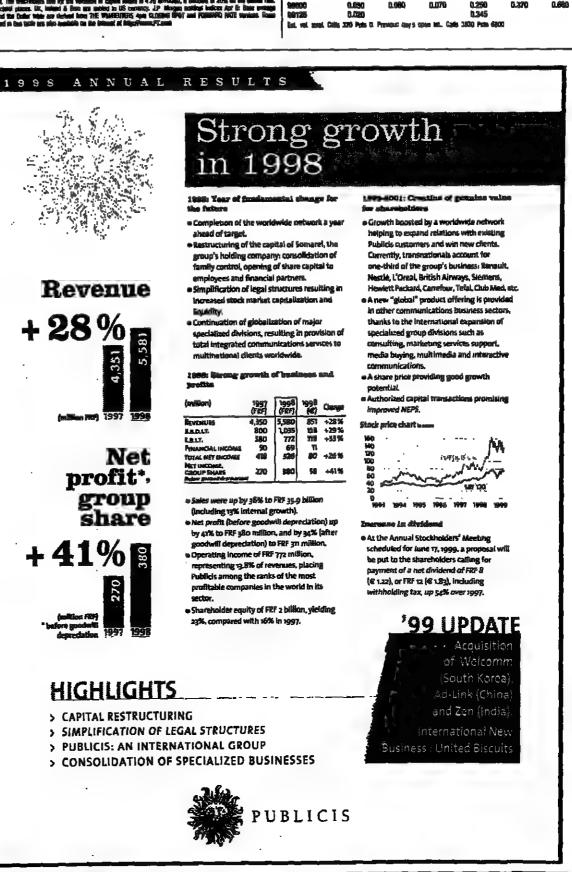
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England's Central South Coast Region Friday May 7 For further information please contacts Philip Dodson in Faraborough

Tel: -44 1252 549478 Fax: -44 1252 549733 email: phildodson@compuserve.com

FINANCIAL TIMES

LME index contract will target investment funds

By Clims O'Connor Mining Correspondent

The London Metal Exchange is targeting business from investment funds with the index contract, scheduled for July or September this year. These funds are sometimes volatility of metal prices. and hence the earnings and share prices of mining

shares, But David King, copper, lead, nickel, tin and will be tradeable out to 12 suggested yesterday that LME chief executive, said it zinc, and will be weighted to months and options will be existing active users of OTC if they provided extra liquidity for the market and did not cause excessive volatil-

Most LME business still comes from trade users, but the proportion has fallen from 90 per cent to 70-75 per cent in recent years. The new index contract

will comprise aluminium, will be cleared in cash. It products.

ume and LME trade liquidity. Initial weights are: aluminium, 41.8 per cent; copper, 33.4 per cent; lead, 8.4 per cent; nickel, 2.0 per cent; tin. 1.0 per cent; and

zinc, 13.4 per cent. The index will have an iniavailable from the outset. The index, to be known as LMEX, will be traded on the floor of the exchange during accepted yardstick for base also some disagreements tract, it is difficult to see the unofficial "kerb" trading

trading at any time. Hitherto investment funds tial value of 1,000, with a ing in the underlying metals contract size of \$10,000, and or using over-the-counter The

period, and in telephone

LMEX as well

metal prices, and in due course be used as the basis for retail investment funds. The exchange will not hesried that LMEX is disrupting the underlying metal con-

Some metal traders, however, are not convinced there is a real need for the new gist at Prudential-Bache. contract, or that investment

accorded to different metals, and the compilation method. appeal to general commodity the discretionary funds and

Ted Arnold, minerals strate

It may also become the funds will adopt it. There are the liquidity of the new conwith the weightings what will attract funds away from the existing instru-It looks as if it might son, head of commodity research at Warburg Dillon funds. But I would expect Reed. The index will sup the discretionary funds and press volatility and the technical funds to stay with funds like volatility."

MARKETS REPORT By Robert Corzine, Paul Sol nd Gillian O'Connor Most London markets were

> continued to firm with Brent Blend for May delivery trading at about \$15 a harrel for much of the day. don's International Petroleum Exchange, May Brent

was quoted at \$15.02 a bar-

slow yesterday, re-opening

after the four-day break for

rel, 30 cents up on the close last Thursday. Several short-term developments helped bolster the generally positive sentiment that has prevailed since the run-up to last month's Opec meeting. Although Iraqi exports remained steady. there were weekend allied air attacks on facilities near the pipelines. A new production disruption in Nigeria also helped fuel yesterday's

Trading was light on the London International Financial Futures and Options Exchange yesterday. lower, the May contract at \$1.522 a tonne, down \$17 from Thursday's close. Volume was just 4,998 lots. though July overtook May as the most actively traded contract.

Precious metal prices were also initially weaker in London. The morning gold fix on the London builton market was the lowest since September last year.

Base metal prices on the London Metal Exchange were mixed. Larry Kaplan of Flemings Research said that although the second quarter of the year typically shows strong demand, it is unlikely consumers will come back into the market with much appetite in this quarter in Japan and Europe.

244

Brazil's new coffee alliance

By Paul Salman

Brazil, the world's largest coffee producer, will inaugurate its new coffee trade group, the Council of Green Coffee Exporters of Brazil (Cecase), on April 27.

The group is a joint venture between the country's two rival organisations, the Brazilian Association of Coffee Exporters (Abecafe) and the Brazilian Federation of Coffee Exporters.

Its launch is the first step towards a full merger of Abecafe and Febec, which tion to represent Brazil's coffee growers. Currently, the two rival groups each repre-sent about half of the coun-

try's coffee output. Until four years ago, Febec was Brazil's sole coffee trade organisation. Abecale was established in 1995 after members broke away from Febec amid an argument

over exports. Febec had committed Brazii to quotas in an effort to limit world coffee supplies favoured efforts to increase

global coffee consumption. Brazil produced about

Peruvian zinc mine recovers its shine as privatisation nears

To attract bidders for Cerro de Pasco, Centromin is trying to reduce the social and environmental problems, writes Sally Bowen

Pigs snuffle in piles of garshacks; ragged children play town's unpaved roads are a disaster of planning and

It is not entirely the fault of Centromin, the stateowned mining company formed when Peru's leftwing military nationalised the once thriving US-owned Cerro de Pasco Corporation

in 1972. Cerro's fabulous zinc mine has drawn settlers to this barren and inhospitable plain, some 4.300m above sea level, throughout the 20th

century. Cerro's problems spiralled in the early 1990s, with a fresh flood of migrants from far-flung peasant farming communities, fleeing terror-

Almost a fifth of Cerro's 60,000-plus population depend directly on the mine for their living: most of the rest live from the commercial activity it generates.

ist violence.

Centromin has succeeded in improving their lot. That could be about to change. On April 19, the Carro de Pasco mine - the new, separate company is they will be fewer, says known as "Paragsha" - will

he high Andean mining be privatised. Base price for town of Cerro de Pasco the installations has been set is as run down as ever, at \$60m and the new operator will be required to invest hace amid depressing another \$70m within five

> Potential bidders include Cominco of Canada, Switzerland-based Glencore, and Doe Run of the US, which acquired the vast metallurgical complex of La Oroya nearby in late 1997.

It had originally been planned to sell off Centromin's entire operations as one

But the state mining and refining group - comprising complex, four hydros and a railway - proved too large, the social and environmental realities too daunting, for one buyer to swallow. At auction in May 1994, no

bids were presented, the individual units have found new owners. Belatedly, and in advance of privatisation, Centromin

has taken stens to appease

the often hostile Cerro residents. Some \$5.5m is going into Yet neither the state nor improvements to roads, state-owned schools and studies for drinking water and sewage systems.

The new operator will still

face social problems, but

Jesus Vilca, general

mental front. Environmental pollution was blamed for deterring

manager. There have also

been impressive efforts on

the once disastrous environ-

potential bidders in 1994. Centromin is investing \$38.6m on cleaning up the nolluted San Juan river. and greening a landscape ruined through the decades. with tailings sediment, the river now runs clear; ducks

Centromin is dredging the river bed, strengthening the banks and planting beds of rushes, and the recently polluted Lake Junin is clean

dive for fish and frogs in the

en are digging trenches around the unsightly mineral dumps, which leak acid water to politite lakes and rivers. Canadian environmental consultants have temporarily solved the

Centromin, which has assumed the environmental debt, will later build a modern water treatment plant. financed from a new, \$50m environmental reserve fund which has been created from past profits. Other pre-sale investments

have been made to enhance



years a no-go area.

the huge open pit, it was for

Some 250 migrant families

had settled on the Centrom-

in-owned land, building

makeshift bomes and resist-

ing attempts to dislodge

the mine. Last year's exploration programme pushed mine reserves up by around 7m tonnes: unprecedented exploration drilling has been carried out further afield; and some \$5m in new machinery has been acquired for

operations. Now, after protracted The most immediate area negotiations, homes have been bought and demolished.

Matagente. At the edge of and residents have moved to other sites. Realistically, preparatory work could commence at the new open pit by July, says Mr Vilca.

Assuming a successful privatisation this month, developing Matagente and consolldating the profitable mine whose sales exceed \$100m a year - will fall to the new

9.3m tonnes in the year to March 1999, according to the International Coffee Organi-COMMODITIES PRICES Base Metals LONDON METAL EXCHANGE Prices from Amelographic Mutal Tradings ALIGNMAN, W.T PURITY IS NOT DOTHER 1221.5-22.0

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For solutions to today's crossword call 0906 843 0060. Calls cost 80p a minute.

CROSSWORD

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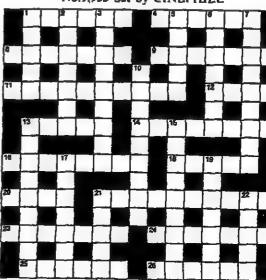
ing the last from Cornish town (7) 11 Heard to say solemnly, in great fear, "Land!" (5.5) 12 Run from thunder (4)

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24 Wee thing in cover may have company (7) 25 Extremely pointed on the back of the paper (4.2)
26 Niche with no sitting (6)

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3 Gave tongue back to instincts - it's a reptilian

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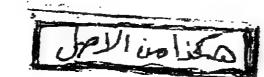
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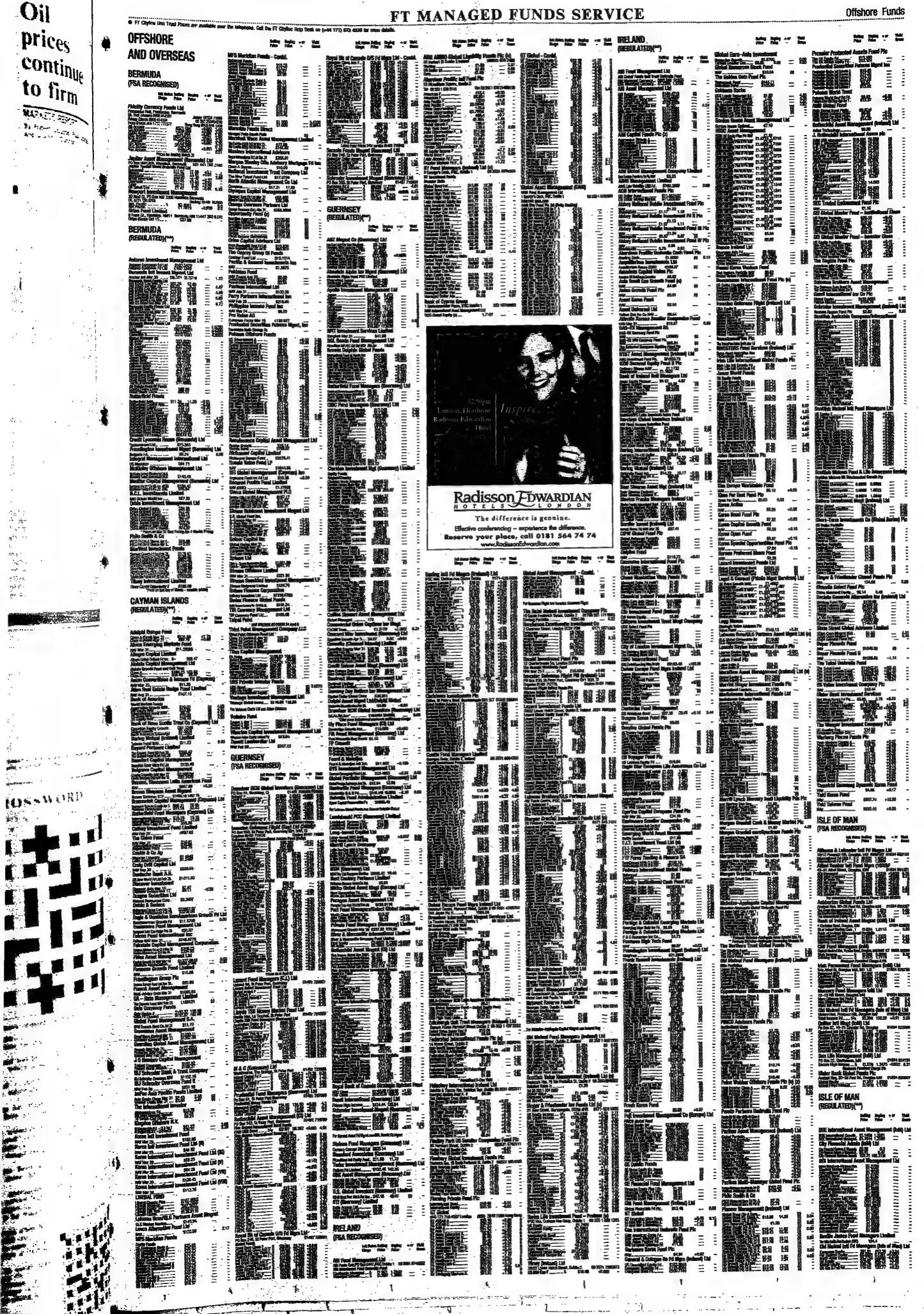
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FINANCIAL TIMES WEDNESDAY APRIL 7 1999

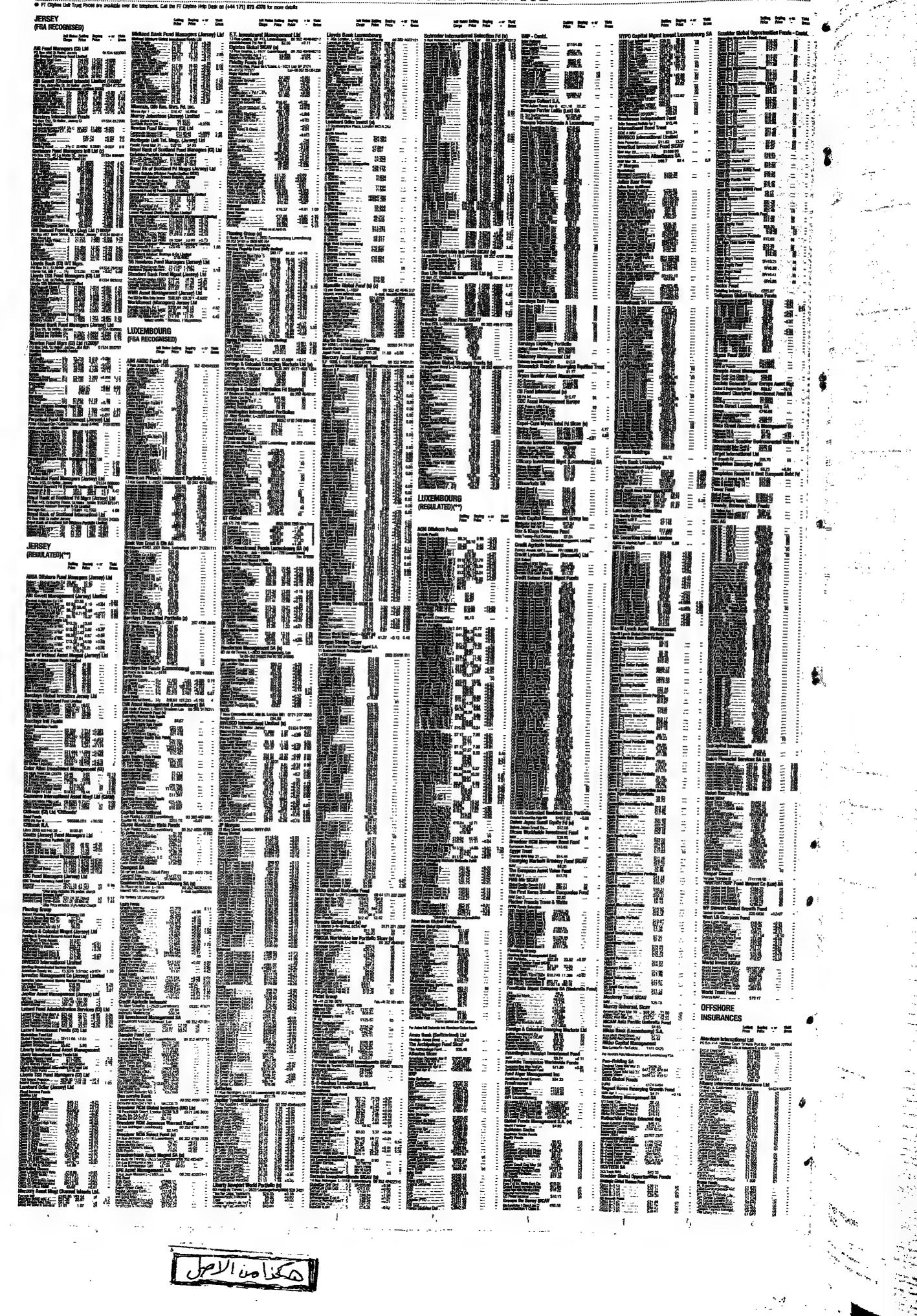
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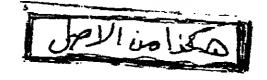
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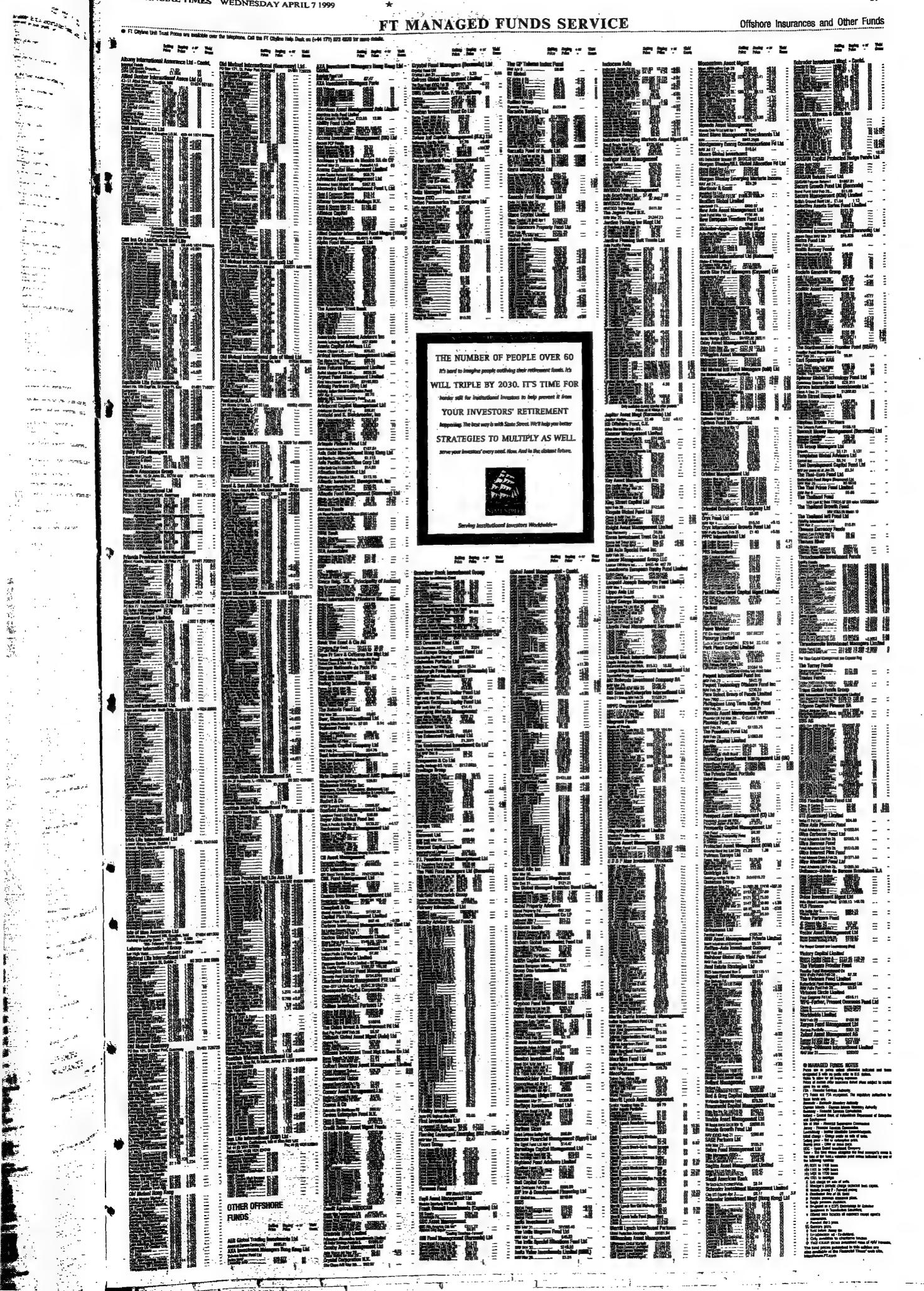


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Offshore Insurances and Other Funds



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LONDON SHARE SERVICE

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MARKET REPORT By Steve Thompson, UK Stock Market Editor

The first trading session of the new financial year saw London's leading stocks move confidently into record territory, propelled by optimism over Wall Street and the prospect of interest rate

If that was not enough to satisfy the market's rampant bulls, there was another

of personal equity plans. Dealers said Wall Street provided the initial impetus behind yesterday's performance, with the Dow Jones Industrial Average finishing profit-taking despite the midabove 10,000 overnight in response to support for hightech stocks and to the March non-farm payroll report published on Friday.

evidence of a last-minute the need for a rise in interest rush for the final year rates in the short term.

Wall Street gave no fur-ther support to global mar-reluctance of the rest of the kets yesterday, opening the session on a modestly firmer afternoon announced by the Serb government. That produced a short-lived rally in the Dow.

At the finish of a day of That report showed a sig- sustained strength, the cuts in the UK and the euro- nificant slowdown in the FTSE 100 remained above rate of growth in new jobs in the 6,400 barrier at 6,415.3, the US, where unemploy- up 85.3. The index hit a ment is at its lowest for 29 record intra-day high of years, indicating a cooling in 6,443.9, up 113.9, before reacthurst of takeover stories and the economy and reducing ing to pulses of profit-taking and the halt to Wall Street's

market to follow the leaders as evidence that the latest note, only to succumb to surge in the Footsie owed as much to a stock shortage as ceasefire to heavy buying interest.

The FTSE 250, although always in positive territory, was never really convincing. despite the numerous takeover rumours, and ended the day only 3.4 firmer at 5.456.7. having hit a session high of 5,472.4. The FTSE SmallCap closed 2.0 higher at 2,407.0, after 2.408.1.

The two junior FTSE indices considerably outper- the speed of the US market's formed the FTSE 100 and the move in recent sessions and

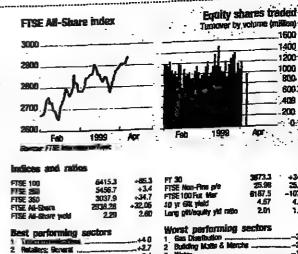
the first quarter. Over the month, the FTSE SmallCap produced a total prised if we came back by return of 5.9 per cent, com-pared with the 250's 4.9 per cent, the All-Share's 3.1 per cent and the 100's 2.6 per

The figures are even more dramatic over the first quarter when the SmallCap returned 16.7 per cent, the 250 13.7 per cent, the All-Share 9.1 per cent and the 100 7.9 per cent.

Marketmakers conceded they had been caught out by

also by the weight of new any significant amount in the short term; the market feels very strong underneath," said one.

The strategy team at Credit Sulsse Pirst Boston said: "There appears little to stop a further re-rating of UK equities. We see this driving equities well into overbought territory. Our strategy then would be to take profits in some of the highly rated big-cap stocks." Turnover Was



Telecoms stay in spotlight

COMPANIES REPORT

A combination of bumper aubscription figures, talk of corporate activity and bid speculation ensured the spotlight remained firmly fixed on the telecoms sector.

By Joel Kibazo and Martin Brice

Telewest Communications surged 19, or nearly 7 per cent, to 296% p in heavy trade of 14m after Cable & Wireless admitted it was exploring options for its UK cable interests that could involve a merger with Telewest.

A press report had earlier suggested the plan involves C&W absorbing the corporate operations of Cable & Wireless Communications (CWC) in which it has a 58 per cent stake. CWC would cease to exist as a separate

There was also talk suggesting Telewest could soon be on the receiving end of a bid from another group. "I can easily see a bid for Telewest given the current climate in the sector," a broker said. CWC shares jumped 36% to 754%p while those of C&W improved 231/4

to 775'ap.
It was the publication of bumper first-quarter subscription data that gave a boost to mobile telephone

Orange, which said it had customers in the first quar-2.5m, jumped 34 to 928p. Vodafone Group confirmed recent predictions saying it had added 700,000 net new customers to its UK network in the three months to the end of March compared with 72,000 a year earlier. It now bas 5.57m UK customers and

the shares rose 24 to £12.06. John Tyce at SG Securities said the subscription figures supported the broker's positive stance on the sector as a whole. He favours Vodafone

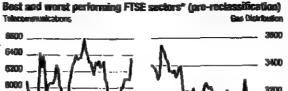
top of the pile. The merger gained a net 370,000 new UK benefits and global reach puts it a class apart. This is ter of this year, taking its a husiness that benefits from total UK customer base to scope and scale and Vodafone has those key factors." The favourable subscription figures also helped lift. BT, joint owner with Securicor of mobile telephone operator Cellnet. The former put on 54 to £10.82 while the latter hardened 5 to 573p.

An initially strong upward move by shares in Pearson, owner of the Financial Times, was later reversed as Collins Stewart, the stockbroker, pinpointed an uncomfortable element in saying: "Vodafone remains Pearson's report and

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accounts and shifted its Stockholm yesterday. Recent stance on the stock from "buy" to "take profits".

Michael Savage, media specialist at Collins Stewart, accounts revealed that operating profits at Simon & Schuster, Pearson's newlyacquired US publishing business, for the period January 1 to November 27 1998 of £54m "were significantly below expectations compared with the £157m for the full calendar year 1997. This produces an element of doubt on the core basis of the division's profitability."

The analyst conceded that the 1998 figures were based on just 11 months and that December "is apparently a good sales month". But he said the ability of S&S's profits to rise from £54m in 11 months in 1998 to an estimated £180m this year (including cost savings) must be open to doubt. Pearson shares closed a net 40 lower at £13.65, having hit £14_25.

It was a lacklustre debut for AstraZeneca, the newly merged pharmaceuticals giant that started trading in its new form in London and

300

buying of the shares by tracker funds ahead of the merger yesterday prompted a wave of profit-taking that said Pearson's report and coincided with a dividend

payout yesterday. Dealers suggested much of the selling had been triggered by a more cautious medium-term outlook by some analysts One said: "The uncertainty over the expiry of some of the company's key patents including Losec [the ulcer treatment] in the next few years has raised some concern."

Talk of impending corporate activity at Glazo Wellcome saw the shares improve 56 to £22.14. A sector specialist said: "Glaxo Wellcome's current list of drugs is not enough to grow the sales base. A corporate deal is clearly needed.

Dixons stars

Electronic goods retailer Dixons Group was the best performer in the FTSE 100. the sbares appreciating 111 to £14.16 boosted by overnight strength in US internet stocks and a prediction by that spending on electrical goods was likely to rise.

performances in the market as it lost almost 12 per cent, or 6414 to 478p.

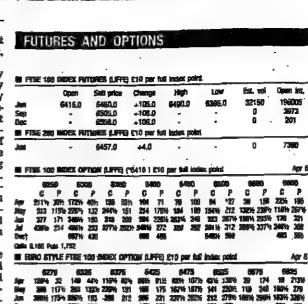
The damage was caused by a series of downgrades by analysts after the company said it would not meet expectations for the year that ended last week. Downgrades were in the order of 11 per cent, with joint house broker Peel Hunt coming down from £62.7m to £56m. while Charterhouse Securities moved its figure from £58m to £54m before amortisation of goodwill, estimated at £47m. HSBC moved from £62m to £55m.

The factors behind the warning were not expected to continue this year, and analysts were not significantly downgrading forecasts for this year.

The sorry performance by Jarvis contrasted with the good day enjoyed by WS Aikins, which operates in similar markets. It gained 271/2 to 4371/2p after a series of year-end meetings with analysts. Henderson Crosthwaite has upgraded its forecast for earnings per share by 7.5 per cent to 23p for the year just ended.

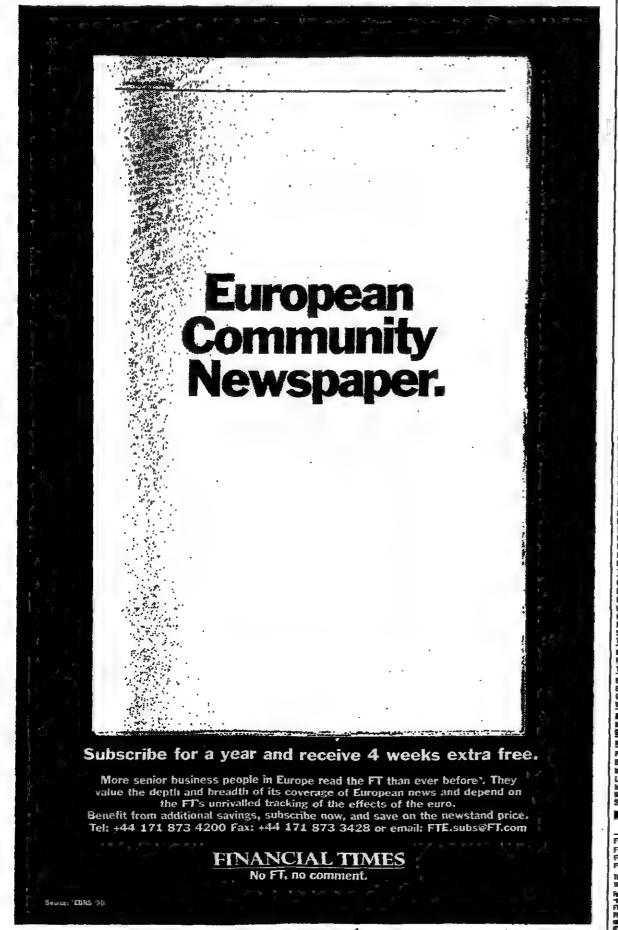
Dealers in publishing group Reed International were braced for a tough session today after an announcement after vesterday's market close that the company had terminated talks with its lead candidate to take over as chief executive.

Shares in Monument Oil & Gas firmed 5 to 47%p after announcing it had been approached by Lasmo which last week called off its prolonged merger talks with retail consultants Verdict Enterprise Oil. Lasmo shares eased a penny to 127%p while those of Enter-The profits warning from prise, initially rumoured to former star performer Jarvis also have an interest in

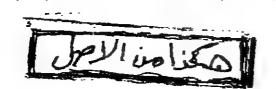


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STOCKOMARKETS

Yugoslavia ceasefire call cheers investors

closed substantially higher start in New York that took heered Yugoslavia's decision to call a ceasefire in But news that Yugoslavia Kosovo, writes Bertrand

Europe had emerged from the Easter break with some catching up to do following Monday's strong run on Wall Street and a good overnight performance by Asian

mood persisted throughout European stock markets the day despite an unsteady the Dow Jones Industrial Average back below 10,000. was suing for peace, breaking minutes before the close. sent most markets shooting

> Frankfurt showed the way. concluding a hesitant day with a 2.5 per cent gain. Paris added a more modest 1.8 per cent while Madrid

rose a hefty 2.4 per cent. The euro reacted equally well to the news, rising almost one cent against the dollar in late afternoon trading. Investors also kept on eye

on the European Central

Bank which meets tomorrow to decide interest rate policy. Although ECB members have adopted a dovish tone in recent weeks, healthy levels of private sector borrowing, uncertain inflation prospects and a weak currency could rule out a cut tomor-

News of the Yugoslav

ceasefire in Kosovo sent

FRANKFURT steeply ahead

in the dying minutes of trad-

ing, lifting the Xetra Dax

index to a close of 5,022,27.

acquired the fixed-line tele-

coms operations of Veba and

RWE, rose €5.80 to €130 au

investors warmed to the deal that increases Mannes-

mann's share of the German

long-distance market to 15

The news also sparked gains at Veba and RWE with

what was seen as orderly

withdrawal from the tele-

coms business lifting the for-

mer €1.91 to €50.65 and RWE

Steel leader Thyssen rose

to an eight-month high.

adding €1.19 at €19.40. Daim-

ierChysier was a good mar-

ket, partly catching up with

the recent strong perfor-

mance of the ADRs on Wall

Street and responding to pos-

itive comment at Merrill

Lynch. The stock gained

Deutsche Bank, in nega-

tive territory for most of the

session, bardened €1.05 at

€49.15 in spite of joining

Merrill Lynch's sell list. The

broker said earnings down-

grades were expected in the

Elsewhere in the sector,

HypoVereinsbank lost €2.33

report of possible top man-

agement changes, Insurer

PARIS rose 1.8 per cent

with the CAC-40 index set-

sparked by Serbia's decision

Volatile STMicroelectron-

ics led the way, adding €5.80

or 6.1 per cent to €97.50.

tracking overnight gains on

Nasdaq. Fellow IT stock Cap

Gemini retreated from intra-

day highs to close up €3.50

Computer manufacturer

Bull advanced 24 cents to

€5.69 after its chairman reit-

to sue for peace.

Allianz rose €13 to €293.

at €52.17 on a German press

€2.66 to €84.41.

up 120.46 or 2.5 per cent.

EUROPE

row, according to Klaus Howdle, European strategist Baader at Lehman Brothers. at Salomon, continental The macro-economic outlook for Europe has been brightening recently, helped by the budding recovery in Asta and Latin America and stubbornly robust growth in the US. Salomon Smith Barnev increased its 1999 earnings per share estimate for

news for markets.

Strare orice and index (rebased

improvements in 2000.

Oil issues were among the

main gainers, boosted by

weekend reports that a key

Iraqi pipeline had been

bombed. Total added £3.80 to

€115 while Elf-Aquitaine

ger, with France Telecom un

€2.60 to €79.90 while rival

Alcatel closed €2.90 shead to

Canal Plus shot up €10.80

to €288.80 after a rise in sub-

scribers in Telepiu, its Ital-

ian unit, raised hopes about

activity in its other Euro-

supplied with firm features.

notably among financials.

Aegon gained €2.10 at €35.75

while ING rose €1.10 to

€51.60, benefiting from opti-

mism about US trading, an

upgrade to buy at Morgan

Stanley Dean Witter and

Hoogovens shared in the

upturn for the steel sector.

turned positive. The AEX index ended up 2.71 at 536.34.

lied with a period of relative

weakness said to be tempt

ing the buyers. The shares

which stood at £35 in Janu-

ary, rose €1.15 or 5 per cent

ZURICH saw action in its

small, high-tech issues in a

largely dull market, with the

SMI index rising 37.6 to

to €24.40.

Oce, the copier group, rai-

solid results from a mort

gage bank offshoot.

AMSTERDAM was well

pean operations.

Telecom stocks were stron-

gained €4.50 to €1.26.

zone alone. In Asia, markets posted healthy-looking gains. South Korea rose 3.1 per cent while Europe from 4 to 7 per cent Australia gained 2 per cent, yesterday. But the revisions reaching a record high. Maldo not necessarily spell good avsia and Singapore also performed well but Japan According to Mark

Bourses rise on Kosovo offer

and vowed to deliver advancing SFr40 to SFr2.000

in the wake of an announce-

ment of a \$215m British

Swisscom was another out-

performer, rising SFr15 to

SFr598, in spite of news that

Finnish telecom operator

Sonara cancelled a co-opera-

High-tech stocks were car-

ried along by recent US

developments in the sector.

Computer peripherals group

Logitech rose SFr7 to SFr196.

Kudelski, the electronics

group, added SFr305 to

SFr6,206 and Distefora,

which recently took over

two internet providers, rose

MADRID pressed sheed as

power plant order.

tion agreement.

SF16 to SF179.

equity prices will come

quarter because of heavy supply, totalling \$30bn in

under pressure in the next

investors have doubled their weekly flows of funds towards Japanese equities in the last few weeks.

new share issues in the eurostarted the quarter with a rally could be short-lived.

According to Crédit Lyonnais Securities, international

But the country remains the sick man of Asia, according to the bank's European equity team. With economic growth under pressure from unemployment, sluggish consumption and corporate restructuring, last month's

reflected in strong demand

for some blue chips, includ-

ing Telefónica which soared

€2.21 or 5.6 per cent to €41.50

on the view that it had

become undervalued com-

pared with its European tele-

Activity also occurred in

stocks that could fill the

space in the Ibex-35 index,

that would press ahead with

long-awaited restructuring

index finished 190.57 higher

at 4,896.66, with investors

also optimistic about the

outlook for corporate profits

reports for the first quarter.

cent as western investors

pulled out, unnerved by

doubts about new funding

from the International Mone-

tary Fund and tansions over

MOSCOW tumbled 4.7 per

The IMKB National-100

of the economy.

come paer group.

this month.

£16.50.

Bratislava stays in the doldrums

Bratislava stock exchange has had a desperate year but this has little to do with the woes of other emerging markets and simply reflects the continuing lack of interest in Slovakia's young bourse.

EMERGING MARKET FOCUS

In October, the Sax index of the top 16 shares fell for the first time below its 1998 starting level, and in 1998 overall it declined 48.5 per cent. This year it has continued to drift down and hit an all-time low of 80.35 last

Volumes shrunk by 55 per cent last year and in March they achieved a daily average of only Sk58m.

Even the election defeat in September of Vladimir Meciar, the former prime minister blamed for putting off foreign investors, failed to lift the market. Investors seemed more concerned with economic instability and poor corporate performance. These worries have inten-

which will be made vacant sified this year with rapidly by the merger of banks Santander and BCH. The pair slowing growth adding to the existing problems with will start trading as BSCH the current account and bud-Among contenders, Superget deficits and growing fordiplo put on €1.11 to €23.14, eign indebtedn GDP growth in the fourth

Obrascon Huarte 19 cents to €10.19 and Seltia 55 cents to quarter fell to 0.5 per cent and with an austerity budget ISTANBUL climbed 4.1 per and slowdowns in the councent to a record closing high try's main trading partners, as expectations grew that most analysts expect growth the April 18 elections would to fall to under 2 per cent produce a stable government from 4A per cent lest year.

The corporate sector is also suffering from high indebtedness, high real interest rates and a credit squeeze from the fragile banking sector. Many big companies that chose to borrow abroad are now having to make provisions after the crown devalued in October.

Slovnaft, the oil refiner epresenting almost half the index, reported 1998 profits down two-thirds from low oil prices and the devaluation. Its share price fell 30 per cent last year but Lubo Soltys of brokers Wood & Co says the company is a good bet because it is well managed and just completing a

big investment programme Slovakofarma, a generic drugs manufacturer which with Slovnaft has issued global depository receipts, is seen as a safe bet-despite the crises in the health sectors in Slovakia and the Czech Republic, which led its share price to fall 60 per cent last year.
"If I had to choose a Slo-

vak stock, I would nick Slovakofarma," says Dalibor Vavruska of ING Barings. Slovakia's problem is that

the recommendations and there. VSZ, the steel group, defaulted in November and is only a highly speculative investment, according to Michal Kustra of Tatra Banka. VUB, the main commercial bank, still fails to meet capital adequacy

The utilities that form the core of neighbouring markets are still in state hands and therefore the market has a capitalisation of only Sk150bn and is highly illiquid. Yet this could change this year if, as the governof state privatisation bonds are exchanged for shares in stron-owned communies such as Slovak Telecom.

"We need a new stock." says Barbora Lazarova, deputy head of the stock exchange. "This will be crucial for the stock market."

Robert Anderson

-

Dow drops back after record close

Wall Street was mixed at midsession, with investors after the market's record close on Monday, writes John Labate in New York.

But if the early buying lacked conviction, it certainly did not suggest a massive sell-off was imminent season just a few weeks

The fact that the market managed to rally on Monday on little news and sell off only modestly yesterday suggested underlying conviction that may be built on once companies start reporting earnings.

Pre-announcements on Monday. ahead of the corporate reports have been very benign," said Larry Wachtel, market analyst at Prudential Securities in New York, "As you get to the earnings season we'll have a legitimate reason to rally." The Dow Jones Industrial

Average was down 24.69 at 9,982.64 and the broader Standard & Poor's 500 index had lost 1.42 at 1,319.70 by midday. Stronger high-tech share prices helped the Nasdag composite stay in positive territory, up 7.22 at 2,567.28, but small caps weakened, with the Russell 2000 index down less than a

would come in below expectations weighed on the marglobal consumer products was unusually high.

maker down more than 10 per cent or \$611 to \$5015 in heavy volume. Gillette's tumble helped to put presdisplaying less confidence sure on other consumer goods makers, with Procter & Gamble, a Dow member stock, off \$% at \$100%.

In the telecoms sector speculation that MCI Worldcom was in early takeover talks with Nextel Communiwith the earnings reporting cations sent MCI shares down \$2% to \$89% while giving Nextel a slight boost, up \$\frac{1}{6} at \$40\frac{1}{6}. Shares of Lucent Technologies surged \$8% to \$62% after the company announced a new product technology. America Online rose \$3% to \$170\ after the company's acquisition of another internet company

> Retail stocks were mixed. Starbucks surged more than after it said its March samestore sales were up 6 per cent. But shares of consumer electronics retailer Circuit City fell \$1% to \$73% after it reported its fourth-quarter

Among the gainers in the computer sector, Sun Microsystems climbed \$8% to \$136% and semiconductor chip producer LSI Logic gained \$3% to \$35%. TORONTO was mixed at

midsession as a strong performance by banking stocks was largely offset by Gillette's warning on Mon- erals, oil and gas, and the day that first-quarter sales paper and forestry sectors.

The 300 composite index was 24.70 higher by midsesket early in the session. The sion at 6,764.40 and analysis news sent shares of the noted volume of 78m shares

Second rate cut in two weeks lifts São Paulo

SAO PAULO was up 2.1 per cent at midsession yesterday, buoyed by a cut in interest rates. The Bovespa index rose

234 to 11,256, gaining ground for the second day running. The country's central bank said a slowdown in inflation allowed it to cut interest rates, for the second time in two weeks, to 39.5 from 42

prices and gains in neighbouring markets. The IBC

pause after an early rise American Depositary Johannesburg ran on-Receipts of telecom giant steam, with investors con-cerned that Wall Street higher to 33 pesos at midses-CARACAS was also sion, while the IPC index strong, boosted by rising oil was up 21.70 to 5,123.64.

early trading.
MEXICO CITY marked a

index was 139.51 or 3.3 per cent higher to 4,431.34 in

Jo'burg industrials falter

The overall index edged 4.2 higher to 6.406.8 while indus-

trials pulled back from their best levels to close 16.9 weaker at 7,466.8.

A weak bullion price, which slipped to \$278.50 an cunce in late trade, left the after Monday's record close. gold index index 49.0 lower at 2,853.8. JCI gold fell 20

erated a 1999 profits forecast 7,170. ABB was an exception

after a last-minute rally was broker views on cyclicals

News Corp powers Sydney higher

ASIA PACIFIC SYDNEY rose to a record

high - closing above 3,000 for the first time in heavy two-way volume - fired by dramatic gains for News Corp, the media giant. The All Ordinaries index ended 59.5 higher at 3,032.9

and within a whisker of its

session peak of 3,034.9 as an 11.8 per cent surge for News Corp sparked strong demand for a selection of blue chips. News Corp, driven by its deal with AT&T telecoms group of the US - which brings the latter on board as an 8 per cent shareholder gained A\$1.38 to A\$13.08 and was said to have accounted

in the benchmark index. Commonwealth Bank rose 78 cents to A\$26.92. In resources, BHP added 38 cents at A\$13.94 and Woodside Petroleum 25 cents at

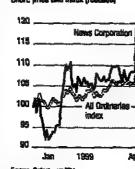
for about half of the increase

TOKYO enjoyed a lastminute boost which took the market to its highest level in eight months, writes Michiyo In earlier trading, the mar-

ket suffered profit-taking in the notable absence of foreigners, who have been supporting Tokyo share prices in recent months. However, towards the

close, domestic investors came in to bargain-hunt, tak-

News Corporation Share price and Index (rebeared



ing the benchmark Nikkel average up to its highest level since July last year. The Nikkei closed up 144.93 at 16,479.71 after fluctuating between a high of 16,484.27 and low of 16,084.71.

The mood was mixed as pessimism persisted about the prospects for economic recovery. Data released on Monday showed weakerthan-expected business sentiment while Japanese leaders cautioned against undue

The head of the economic planning agency warned yesterday that unemployment, which has been re-writing records during the past few months, could climb as high

gish trading during most of sia's heaviest corporate bor-

the day, a surge of buying towards the close lifted share prices to higher levels. The broad-based Topix index gained 15.44 to 1,322.61 and the Nikkei 300 3.45 to 266.12. Advancing issued outpaced

and 129 issues were unchanged. Volume was a little higher than Monday's 558.70m at 568.10m. Attention was focused on internet-related stocks after the Nasdaq composite index hit a record on Monday. Softbank hit a high of Y16,470 in

declining ones by 725 to 474

before closing up Y1,520 at Hitachi and Fujitsu gained after announcing they will form a joint venture to develop and market high resolution plasma display pan-els. Fujitsu rose Y5 to Y2,120 and Hitachi Y31 to Y949.

its fourth straight gain

Exporting blue-chip com-panies were favoured. Sony gained Y310 to Y11,690 and Toyota Y80 to Y3.810. Even Nissan, which announced its group pension shortfall of Y580bn, gained Y21 at Y462-KUALA LUMPUR shook off Monday's profit-taking mood to close 21.09 or 3.9 per cent higher at 556.93 on the

interest rates. Commerce Asset, part of Nevertheless, after slug- the Renong group, Malay- cabinet, prompting a govern-

composite index as investors

took their cue from falling

rower, jumped 40 cents to MS4.60

SEOUL rose to its highest level since September 1997, with the composite index closing 19.95 or 3.1 per cent higher at 666.73. Blue chips were in the

limelight, with buying orders largely driven by local institutional investors. Korea Electric Power Corp while Hyundai Engineering and Construction added

SINGAPORE closed

Won930 to Won10,100.

higher, with the Straits Times index up 24.55 or 1.6 said programme buying and retail investors drove the market to a 17-month high. the foreign tranche of United Overseas Bank closing 80 DBS foreign rising 50 cents to \$\$14,30.

BOMBAY recovered from

early weakness as local funds turned buyers at the lators covered short posi-tions. The BSE-30 index recovered from a low of 3.462.36 to close 50.08 or 1.4 per cent higher at 3,569.47. The index tumbled 4.5 per cent on Monday as one of the coalition partners withdrew two ministers from the

the market adopted a confi-Yugoslavia. The RTS-I index dent attitude after several lost 8.78 to 75.51, weeks of lethargy. The general index finished 21.10 or Written and edited by Michael Morgan, Jeffrey Brown and 2.4 per cent higher at 87.88. The improved mood was

Annual figures 1998 - Strong net profit growth for 1998 to NLG 5,882 million (+21%).

- Profit per share rose by 19.2%.

Dividend increased to NLG 2.75 (+19.6%).

(In millions of NLG/EUR***, except for amounts per share)	1997** NLG	1998 NLG	1997* EUR	1998 EUR	% change
Design jur amounts per antire;	1100	100	EUN	- AVA	Contrage
Remit before taxation:		1	ſ	1	}
- insurance operations	3,620	5.351	1,643	2,428	47,8
- banking operations	2,989	1,371	1,356	1,876	-20.7
Net profit	4,861	5,882	2,206	2,669	21.0
Net profit per ordinary share	5.25=*	6.26	2.38	2.84	19.2
Dividend per ordinary share	2.30	2.75	1.04	1.25	19.6
Total assets	620,400	879,300	281,525	394,925	40,3
Shareholders' equity	48,331	64,978	21,931	29,677	32.6

Adjusted for the changes in the accounting principles:

- influence on published net profit +NLG 756 million/EUR 343 million

Despite the turbulent conditions in the financial markets, ING Group closed the year 1998 with good results. All core activities contributed to the net profit increase, with the exception of the international corporate & investment banking activities. Especially the operations in the Benefity reported favourable

The total contribution of the acquired companies to net profit was NLO 1,359 million, after deduction of finance charges. These contributions were made by BBL (NLG 1,154 million), Equitable of Iowa (NLG 161 million) and Furman Selz (NLG 44 million).

Mithout non-recurring items of, on balance, NLG 1,247 million, the operational net profit amounted to NLG 4,635 million (-3.5%). The non-recurring items were the profits made on the sale of the non-life insurance operations in the US (NLG 833 million), Libertel (NLG 445 million), Kredietbank Belgium (NLG 377 million) and credit insurer NCM (NLG 53 million) as well as additions to special provisions for low interest rates outside the Netherlands (NLG 331 million) and the Millennium Calamiry Fund

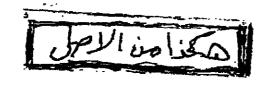
The net profit from the insurance operations rose by 49.2% to NLG 4,247 million. Excluding the non-recurring items, the operational net profit amounted to NLG 3,600 million (+23.7%). Equitable of lows and higher sales results from equities, convertible bonds and real estate contributed to this increase.

The global financial crisis depressed the net profit from the banking operations, which decreased by 22.6% to NLG 1,635 million. Excluding non-recurring items, an operational net profit remained of NLG 1,035 million (-48,0%). This decrease can be entirely attributed to the non-recurring strong decline of the trading results and the extra additions to the debt provisions. The stem Additions to the provision for loan losses of the banking operations increased by NLG 1.155 million to NLG 2 billion. of which NLG I billion related to Asia and Russia.

Assets under management went up by 45.3% to NLG 558 billion.



The annual report appears on 20 April 1999 and can be obtained at the following address: ING Group, P.O. Box 810, 1000 AV Amsterdam, The Netherlands, Telephone: (+31) 20 541 54 71, fax: (+31) 20 541 54 51, e-mail: order@inggroup.com



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TIONTECHNOLOGY

WEDNESDAY APRIL 7 1999

Monthly series, next issue May 5, 1999



Internet stocks Investors need strong nerves: Page 3

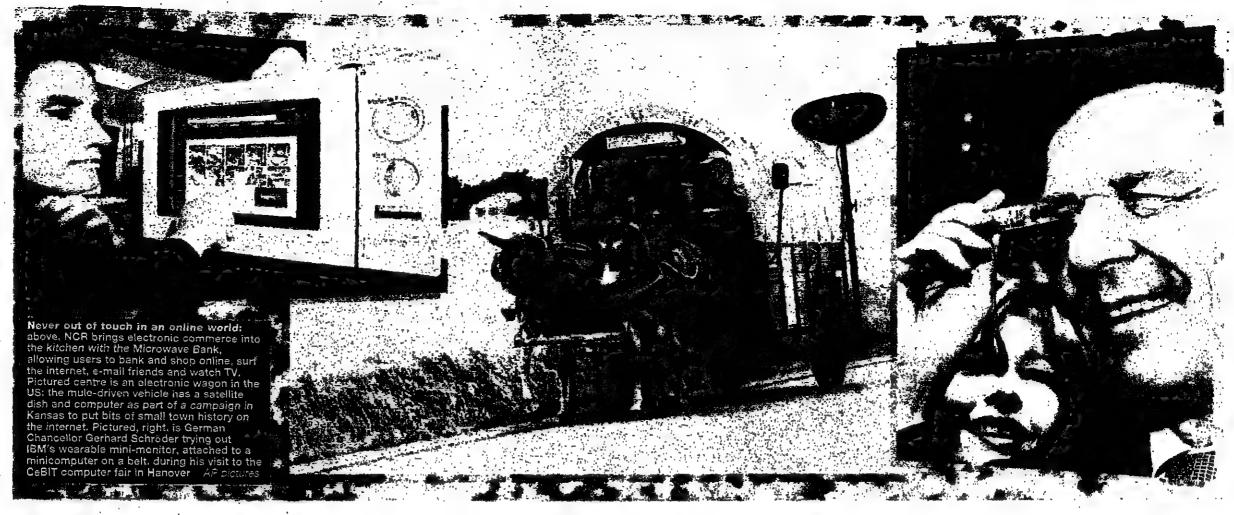


Financial services Surge in online insurance: Page 9



View from the top Naoyuki Akikusa, Fujitsu's president: Page 16





It was a succinct statement, but one with an almost revolutionary significance, "The Internet changes everything," Bill Gates, Microsoft's chairman and chief executive, said in London recently. Like other US-based leaders in the information technology industry, he believes that companies and other organisations must put the net right at the centre of their

200 225 1.300 $r \cong r_{2}$

> strategic plans. indeed, the growth of the internet and electronic business has been likened to the industrial it is transforming most aspects of communications, manufacturing and commerce.

What is more, most information technology specialists believe the information revolution is still only in its infancy. Taking a historical view, Nathan Myhrvold, Microsoff's chief technology officer, sees parallels with the industrial revolution in

the 19th century. A hundred years ago, people thought the industrial revolution had already happened. But, he says, "it had only just begun". Since the commercialisation of the internst began in the

How the internet will reshape worldwide business activity

In the emerging digital age of 'frictionless capitalism', companies will have to adapt quickly and cleverly or risk being overwhelmed by rivals, writes Paul Taylor

mid-1990s, a whole new internet companies that have made the transition and new competitors nich as Amazon.com, eBay and E-Trade that did not even exist five years ago.

In the process, value chains are being picked apart and, in some cases, reassembled. The implications of this shift for companies and other organisations go far beyond the basic requirement of setting up a corporate web site and providing customers with an e-mail address

as well as a telephone number. "The web will fundamentally change customers' expectations about convenience, speed, comparability, price and service, of the London Business School. Strategos, a San Francisco-based consulting firm and a visiting professor at LBS, believes the main threat facing companies is that prices will be driven down by consumers' ability to shop around using the internet.

This phenomenon, dubbed "frictioniess capitalism" by Mr Gates, will make it harder for companies to make money using traditional business models, says Mr Hamel. And the pressures are mounting. At the end of last year, an estimated 128m people were connected to the internet, a figure that is expected to grow to

more than 300m by 2005. in Europe alone, analysts at

say Gary Hamel and Jeff Sampler Goldman Sachs, the US investment bank, forecast that by European economies will have reached or possibly even exceeded 70 per cent household internet penetration.

"Given the growth in access from mobile phones, other handbold devices and satellite delivered services such as Teledesic, this could also prove to be a conservative estimate," say the authors of the Goldman Sachs report, Internet Portals in

Europe, published last month. The development of household internet appliances and digital met-top boxes could also arcelerate mass market internet edoption, particularly in Europe where digital television is being

"We are moving rapidly computers," said Craig Barrett, Intel's chief executive, recently. "This does not just represent an online community: it represents

continent." As the number of online consumers and businesses grows. the opportunity for conducting business-to-business and business-to-consumer electronic commerce grows exponentially. Indeed, Metcalfe's law, promulgated by Robert Metcalfe who invented the Ethernet networking protocol and went on

the formation of a 'virtual'

to found 3Com, the US networking equipment group, states: "The value of a network is

equivalent to the square of the number of nodes [connected to

Certainly, in terms of electronic commerce, Metcalfe's law appears to be holding true. Estimates of the scale of e-commerce vary sharply, but International Data Corporation, the market research company, estimates that worldwide e-commerce revenues will grow to \$623bn in 2002, up from just \$41bn last year. Of those figures, western Europe accounts for \$223bn in 2002, a steep rise from Sobn last year.

In the US, the Yankee Group forecasts that business-tobusiness internet commerce transactions will reach \$139bn next year. "With such activity. opportunities abound," said a vear-end report by the group on internet futures.

Western Europe is still substantially behind the US in terms of e-commerce, but it is growing at a faster rate," says Pat Gelsinger, Intel's general manager. This astonishing growth is also reflected in other figures. For example the volume of internet traffic will surpass voice traffic next year, according to Datamonitor, another market search company.

Already, IP-based (internet protocol) traffic exceeds voice traffic in several big markets including the US and UK. "IP

traffic is currently rising at around 1,000 per cent a year, compared to PSTN (public switched telephone network) growth of under 10 per cent."

says Datamonitor. By 2002, it predicts that internet traffic will have grown to 6,170Pb (petabytes – a million gigabytes), up from 18.4Pb last year. Datamonitor forecasts that for consumers, the high demand for internet bandwidth will be driven by the increasing number of internet users using pext. generation access technologies such as xDSL (digital subscriber

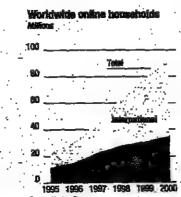
"Meanwhile, the growing reliance of enterprises on the internet as a real business tool will also ensure a continued traffic explosion." Despite this growth, earlier forecasts that the internet would grind to a halt have proved incorrect. Inktomi, the California-based start-up, can claim much of the credit for keeping the internet running,

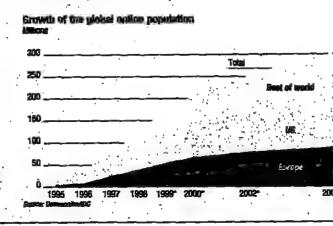


New awards to be wore see busi

147 per cept compound annual growth rate in Europe









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3 pt

The next generation shows its potential

Internet2 will lead to a huge increase in the speed of communication, thus giving a further boost to global e-business

more bandwidth, more types of devices capable of access ing the internet and wireless connections that extend the internet to millions of users.

Unlike some other computer technologies, the internet offers an ever-expanding vista of progress, it is far from a static medium and continues to grow and. absorb huge numbers of new users worldwide and carry enormous amounts of data. its strength is the adoption of technology standards such as the internet protocol (IP) which defines how the packets of data are carried over the internet.

With such standards in place, an environment is created in which companies can develop faster data communications both in the main backbones at the heart of the internet and at the user end,with faster modems using cable TV or telephone wire connections.

To see what the future of the internet will bring, it is best to look at some of the next generation internet networks being built in the US. The key one is "internet2", a private high speed network that seeks to link more than 130 university and government research centres.

This network will have a 2.4 gigabit per second data transmission rate and, because it is a private network, will not have the same congestion problems affecting the public internet. This will enable internet2 users to_ communicate at speeds as month's FT-IT Review. much as 1,000 times faster than regular internet users.

The internet2 project has attracted virtually all the major US communications companies. They are contributing equipment and staff to help build internet2 and in return, gaining valuable

The future of the internet is experience in developing key best described in terms of technologies for applying to technologies for applying to the public internet.

IBM is a key participant in internet2 and predicts that the key applications devel-oped for the network will quickly make their way into the commercial market.

"Internet2 applications are advanced applications that will help benefit many companies with improved services and make the concept of e-business into a reality. says John Parker, vice president of internet technology

A key focus for IBM has been its involvement in helping build the \$500m Abilene network which is a key part of internet2 and recently went live. linking about 50 university research centres. These centres are primarily



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special report on Electronic Business, can also be found on the FT web site at: www.FT.com/ftit/

as well as our latest

their supercomputers, as well as in gaining remote access to expensive research equipment such as high-end electron microscopes and medical imaging equipment.

Such applications would be impossible on the public internet because of the data congestion. But internet2 applications will help to improve the public internet by distinguishing between the different types of data.

"The IP protocol works well, but it treats all data packets equally. What we need is a way to distinguish between IP packets that contain real-time data and those that are less time sensitive. explains Mr Parker.

IBM and other companies are using the internet2 network to test new technologies that offer a distinct Quality of Service (QoS). Companies would be able to designate certain IP data packets as high priority. allowing these to reach their destinations ahead of less urgent data packets. They would pay more for a specific QoS service, but it would allow them to use the congested internet in a manner that is impossible today.

With QoS, for example, a company would be able to use the internet for videoconferencing, full-screen distance learning applications, real-time monitoring of production lines and supply chains, and many other applications. "The applications that we develop for internet2 will find their way into commercial use within months rather than years when compared with earlier internet technologies," says Mr Parker.

But will this mean that those individuals or companies that are not able to pay extra for QoS services have to suffer even slower internet speeds? Mr Parker says that will not happen. "If you are sending an e-mail, for example, most of the delay

amounts of data produced by server end, and it won't matter if it arrives a few minyou are running a real-time application you need to make sure that that data receives priority."

wireless. US and European computer and communications firms are working on extending the internet cations to hand-held computer devices, smart phones and new types of consumer

"Extending the tendrils of the internet through wireless links makes a lot of sense" says David Birch, director of UK consultancy Hyperion, "In Europe, for example, there are more cel-

The future internet is also

electronic devices. are PC users." Motorola

recentiv announced an alliance with leading network equipment company Cisco Systems to invest more than \$1bn over

the next four to five years to build a wireless internet. The two companies will develop hardware and software standards to simplify the connection of wireless devices to the internet.

alliance with British Telecom to create wireless internet services based on devices using Microsoft's Windows CE operating system. The two companies said that the

will be less PC-based and much more useful. With wireless links and IP com-Microsoft announced an munications through electric power lines, the potential exists to link all types of electronics devices in a universal network with incredi-

first trials of such a system

will begin in the UK tater this spring on BT devices

using a small web browser

developed by Microsoft And Nortel Networks, the Canadian communications

announced what it calls its Webtone" service, an IP. based communications network providing users of wireless communications devices with access to the

internet. "Mobile Webtone

will profoundly change the

way we think about wireless

communications." says John

Roth, Nortel's chief execu-

tive. "It will literally put the

Net in your pocket, combin-

ing the power of data with

the convenience of mobility

for anytime, anywhere

access to information and

services over the internet

from any information appli-

The internet of the future

group,

equipment :: .



During a five-day trip to China, Eckhard Pfeiffer, creditent of Compag Computer, watches 12-year-old

Facing up to the online impact

despite the doomsayers. Caching software devel-

oped by the US company has enabled many of the largest internet infrastructure and media companies to cope with the exponential growth of internet users, web sites and network traffic.

Nevertheless, this huge rise in predicted internet traffic is forcing both traditional telecoms operators and the "new-telco" starture to invest fortunes in bandwidth-rich optical networks. According to Datamonitor,

the internet backbone market, dominated by a handful of providers including MCI WorldCom, Sprint, Cable and Wireless and Internex, is worth about \$8bn a year - a figure which includes all the revenues received by carri- are building out global neters and ISPs (internet service providers) for the provision of IP infrastructure to support the public internet.

But that figure is set to

grow to \$19bn by 2002, with

increasing role in this expansion. Investment in IP networks by large telecoms operators has been especially high recently. "The major telcos have realised the potential threat, as well as the tremendous opportunity, that the shift towards internet technologies presents to their evolving business focus," says Philip Coding, a Datamonitor

consultant

"The infrastructure of the public network is rapidly expanding and improving due to the increasing commercialisation of the internet and a focus by service providers on ensuring service levels," says the Datamonitor report. The largest telecoms operators are realising the potential of IP and works to support their improved provisions."

Looking ahead, combined voice and data networks will be crucial assets for the big telecoms carriers. With voice

non-US markets playing an and data network fusion. Datamonitor predicts that the resulting improved bandwidth will drive online video

> This should further expand the internet "cloud" and open up the public network to new users. 'Future internet access devices will also be key in this move into mass markets, with digital TV and mobile access devices playing a particularly significant role."

Meanwhile, as competition. increases. Datamonitor predicts that the cost of transferring a terabyte (1,000 gigabytes, equivalent to 300m pages of text) of data across the public network will fall from \$80,000 last year to under \$10.000 by the year 2000. By 2003, it will have fallen to just \$300 or 0.3 per cent of today's cost.

"The principal reason for this dramatic reduction in transfer costs is a bandwidth explosion driven by new technologies, new market entrants and the general public IP network build-out such as live video. which will force prices down," says Andrew Popsford of Datamonitor.

"Falling prices will in turn drive internet traffic volumes and service uptake. This trend is also good news for those enterprises seeking to move towards internetcentric business models, as plunging backbone costs and increasing backbone capacity will drive cheaper and more sophisticated services."

Internet technology experts such as John Patrick, IBM's vice president for internet technology, believe the substantial upgrading of the internet infrastructure now under way will enable it to stay abead of demand.

This optimism is reflected in projects such as internet3, global network being developed by about 100 US universities and leading PI companies, including IBM. its goal is to develop the technologies needed to support high bandwidths required by applications

Internet2 is expected to be 100 to 1,000 times faster than today's internet. It will also support Quality of Service (QoS), allowing two host computers to establish a connection with a guaranteed handwidth.

However, as technology gurus know, predictions can be risky. The Yankee Group notes: "Considering that in five short years, the internet has become a major platform for connecting individuals and businesses, distributing information, conducting commerce and entertaining people, predicting what may happen over the next 12 months is a bit like chasing a speeding train."

But all internet market participants, electronic retailers, content providers, internet service providers. interactive advertising agencles and telecoms companies would have to watch closely for what may be coming down the tunnel "or risk get-

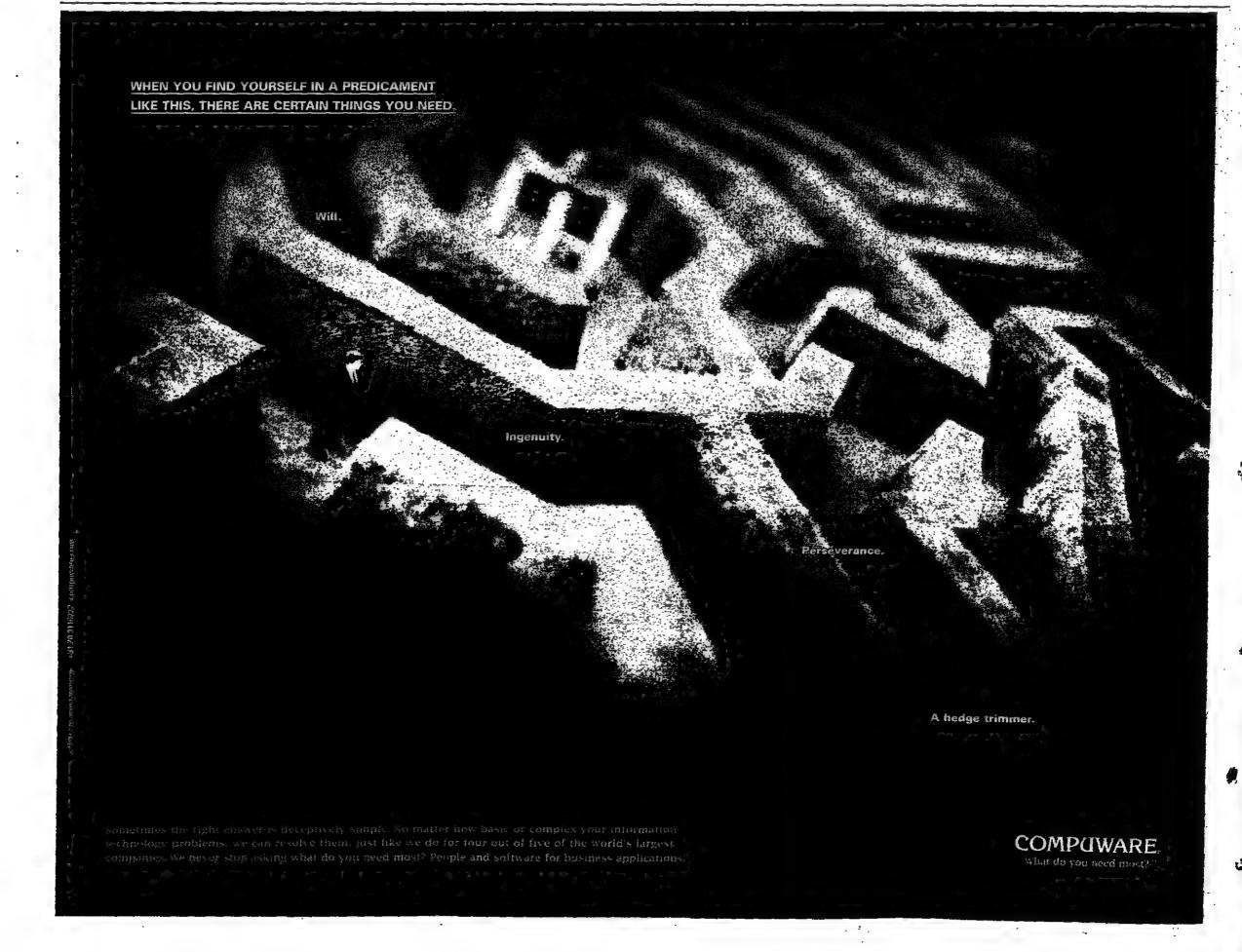
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FT-IT REVIEW 3

INTERNET STOCKS by Roger Taylor in San Francisco

The FT Review of Information Technology

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Financial Times

Investors' nerves are tested to the limit

The reason is that the

internet is not just a stock market phenomenon. The

statistics for the growth of

the internet itself are, in

fact, just as remarkable as

the statistics on the rise on

The internet has been

commercially available for

little more than five years.

But it is already used by

over 20 per cent of

Americans - more than 80m

people - a number that has

doubled in the last year and

continues to grow at an

Even more impressive are

the figures on how users

regard the internet. A sur-

vey conducted by America

Online found that of 1,000

internet users, over two-

thirds said that if they were

stuck on a desert island they

would rather have an inter-

net connection than either a

internet stocks.

in spite of worrying signs that internet stocks are over-valued, many of the leading analysts in the sector remain bullish about companies' prospects

The rise of internet stocks over the past few years is a largely responsible for this phenomenon that has few, if any, parallels in stock mar-

To the extent that there are past parallels, commentators usually choose to compare it to irrational bubbles that have ended with a crash - hiotechnology stocks in the 1980s, electricity stocks earlier this century. The assumption is that the inter-

way in due course. To back up that assumption, there are a host of astonishing figures:

net stocks must go the same

☐ Companies such as Amazon.com, the online bookseller, valued at \$20bn even though it has never

☐ Businesses such as eBay, the auctioneer, valued tor remain bullish. at 2,000 times prospective

☐ And companies such as Yahool, the internet portal, that own almost nothing in the way of assets and yet command a market value larger than that of Boeing, the aircraft manufacturer.

As if more evidence was behaviour of many internet investors backs up the view nasty end. Internet IPOs (initial public offerings) have set a series of new records for the biggest ever first day

Currently, TheGlobe.com - a designer of online chat rooms and other "community" sites – holds first place with a 900 per cent appreciation within hours of the shares coming to the market. But seemingly, any new internet share is guaranteed a-similar reception.



internet stand a chance of becoming the mega-corp

Dean Witter, the US investment bank, quotes the research in support of her continued optimism about

internet stocks. If the way the internet is developing continues, she says: "Shares of many of the leaders are, yes, cheap why? it's simple; the market and a \$20bn valuation starts opportunities are really to look more reasonable.

To take one example. per cent of the online book market. The rate at which internet suggests that a substantial proportion of the total book market will trans-Mary Meeker, internet fer to the internet. The total

analyst at Morgan Stanley market is worth about \$85bn. There is nothing absurd about the idea that Amazon could, in a relatively short period of time, be taking a substantial percentage of that market. Throw in its success at selling CDs, videos and its plan to move into a host of other areas,

Yet not all analysts are so Amazon.com has about 90 has warned that 1999 could growth which could provoke consumers are switching a harsh backlash from investheir buying habits to tors. The German bank also obtaining books over the warns that most internet valuations assume every company will execute its business plan perfectly.
Although most of the

Internet stocks

managed to beat every expectation, there are bound to be some disappointments. Almost everyone expects to see some of the second line internet stocks run into trouble this year.

There is simply not room enough in the market for all sanguine. Deutsche Bank of them to produce the revenue growth they are seeking. Some of the less popular media sites are already struggling to attract advertising revenues. Any disappointment could easily trigger a flight from the sector.

Most commentators expect

internet leaders have so far extremely volatile. Some mance following the astonishing performance in 1998. The first quarter of 1999 has already shown signs of

However, the growing consensus is that the internet stock boom will not prove to be simply another instance of tulipmania. The leading companies of the internet. such as America Online. Yahoo! and Amazon, stand a good chance of becoming the internet era. If so, there is plenty of scope for the share



You could have all the disk and tape space in the world and still not have a smart storage solution. After all, if your storage system lacks the intelligence to allocate data evenly, it will probably be equally inept at finding the information you need. A Storage Area Network (SAN) solution from StorageTek has built-in intelligence that gives you easy access to all your critical data. For intelligent SAN solutions, visit:

Just because ou have enough storage for your data doesn't mean ou con't have a store



Keeping track of copyright infringement is a struggle as digital technology simplifies the copying of all types of data

have always threatened vested interests. Copyright owners have, perhaps, suffered more than most in the last half century. Successive waves of technology from the photocopier to the digital computer have made copying easy and copyright protection difficult.

IV

Digital technology poses a double threat. Firstly, any intellectual property encoded as a digital data stream, can be copied "perfectly". Secondly, when combined with the internet, digital technology also threatens raditional methods of disulbution, Text, images, audio, video - even software - are increasingly distributed electronically. Researcher Jupiter Communications expects worldwide online music revenues to reach \$1.6bn by

Current technology-based ction methods - auch as digital watermarks and anti-copying devices - only deal with part of the prob-lem. International proposals to update legislation and prevent breach of copyright are in the pipeline. But many loopholes remain and some proposed legislation could delay the expansion of

This is not new, of course. Copyright owners have always fought hard to protect their rights - often by

Advances in technology stifling technology. Publishers tried to restrict photocopiers in the 1960s. The recording industry fought hard to stop development of the magnetic cassette recorders - and every subsequent innovation in recording technology. Film makers tried to stop the spread of low cost video cassette recordera

Yet despite the threat to intellectual property, the technology spread and the industries thrived. Last year MP3, a technique for audio data compression, became a cause celébre for the record-

MP3 cuts the number of bits needed to carry stereo andio signals so that only about a megabyte of memory worth of CD-quality digital audio - a tenth of the size needed for a conventional digital audio file. MP3 makes high-quality audio transmission over the internet possible and opens up a new and virtually free distribution

The arrival of the first portable MP3 player last year met with calls to ban such devices and a clamp down on web sites carrying copyright MP3 material. But in February, Lycos, the internet search directory company, estimated that over 500,000 MP3 files were available on the internet.

"They thought they could

months it has become clear that they can't," says Dominic Cameron founder and director of AZTEC internet. a Buropean digital media consultancy. A recently announced alliance between InterTrust, a specialist in data protection, and Germany's Fraunhofer Institute - the main architect of the MP3 technology - could

Limitations of anti-copying

industry's fears.

InterCrust and Fraunhofet aim to build anti-conving features into the MP3 techology, making it impossible to re-copy MP3 files taken off the internet. Mr Cameron acknowledges that anti-copying will help, but notes that there are limitations. "Anticopying has been quite successful at protecting analogue satellite television content. There are moves to apply similar technology to digital content, but it is more difficult."

Anti-copying m also pose a threat to the advance of electronic commerce. Nana Mouskouri, the Greek pop singer and member of the European parliament, threw Europe's IT industry into a panic earlier this year over proposed measures to prevent "cachine" of copyright data in web server computers. Caching is a technique used to speed up web access by storing copies

under consideration by the European parliament, call for caching to be outlawed. IT industry lobbyists say this is an unfair restriction and will prejudice the performance of the internet.

"All the brouhaha is really nothing to do with caching; it is more about the worry over MP3," says David Griffiths, European managing director of InfoLibria, a US specialist in web caching systems, "The point is that caches don't exist for MP3 content. If you really want to protect intellectual property then you don't allow it to be copied to a cache."

He believes that the legislation is unnecessary because there are many other ways that copyright owners can protect their interests. "You can use a nassword system, then transmit the content using a file transfer or some other mechanism that only allows authorised people to access the content

Frank Cona, president of

IP Warehouse, the US-based intellectual property protection specialist, says automation can also help in policing copyright infringement. "We specialise in monitoring infringement on the inter net. It would be impossible to do this manually, so we have a program that examines web pages and checks for any copyright infringement. Any infringing web pages are time-stamped,

have accepted this as evidence and it has led to successful prosecutions."

John Frank, director of law and copyright affairs for Microsoft Europe, sees encryption as one of the best methods of protecting intellectual property in the new

He also argues that legisl tors must take a broader view of the technology and not penalise the manufacture ers. "The heated debate in Brussels and Strasbourg over copyright has led to some good changes in the law. But there is still some work to do in the technical measures. The PC should not be seen as a circumvention device for infringing copyright and encryption services will enable people to protect their intellectual property.

While he accepts that it is difficult to protect intellec tual property in the new environment - regardless of what legislation is in place -Mr Frank points to the soft ware industry as a success ful model of effective polic ing. The legislation is all very well - the hard part is effective protection and deterrents. The Business Software Alliance, a group of software vendors that have joined together to fight software piracy, is bringing cases of software copyright infringements and showing it can be done. But we still need more effective deterrents like jail sentences and

BROADBAND ACCESS by Paul Taylor

Online rules will be rewritten as speeds rise dramatically

Livelier content and improved services will transform the internet when users are no longer constrained by slow access

Internet access will undergo a radical transformation over the next few years as current business and consumer access methods are replaced by high-speed "broadband" technologies uch as cable modems, xDSL (digital subscriber line) and wireless systems.

These technologies will enable internet access at speeds of up to 10Mb/s Megabits per second), in other words several hundred times as fast as today's quickest "narrowband" modems, and provide 'always on" connections.

As a result, they have the potential to transform the internet by delivering multimedia-rich services and electronic commerce.

"The long-awaited technological discontinuity known as broadband is about to rewrite the rules of the internet access game," say the authors of a McKinsey Quarterly article called The Last Mile to the Internet.

"Downloading web pages with narrowband technology has been likened to sucking ello through a straw." the McKinsey authors say.

"Broadband technologies, on the other hand, promise to deliver crisp text, video and sound as quickly as if the user were watching television.

The launch of broadband access technologies, which has already begun in the US and some parts of Europe. also has the potential to restructure the emerging internet access business. "Having overcome their

initial reluctance to join the fray, cable telephone and satellite companies are now competing in a quickening race to deliver broadband service to personal computers in consumers' homes," said the report.

This race is set to transform the users, the technology and the economics internet access.

In particular, the new technology is able to create a broadband "last mile" to the home that can be used by cable and other companies to attack the narrowband local loop in which the panies in the US have long held monopoly privileges.

"Since America Online and other internet service providers have no automatic or guaranteed access to customers who use broadband technology to get onto the internet, broadband may bave the power to determine who wins and who loses in the internet access indus-

Similarly, Goldman Sachs analysis, in a new report on internet portais in Europe. note that "the key differentiating factors between ISPs will be data capacity and speed... there are many different networks vying to

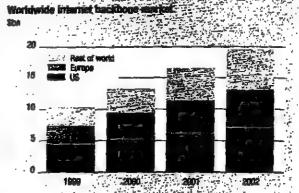
plnning broadband internet access have been around for several years, but have only recently begun to be

In the US and Europe, talecommunications operators have been reluctant to deploy new broadband access technologies. This is because of their concerns that it would cannibalise their highly lucrative ISDN (integrated services digital network) and leased-line ser-

some countries, such as the tors installed two "twisted pair" phone lines along with their hybrid coax/fibre networks, cable companies could also choose to offer ADSL connections to home More and more wireless

people connect. However, in

competitors are betting on local multipoint distribution systems (LMDS), multichannel multipoint distribution systems (MMDS), satellite technologies and new tech-nologies like powerline systems which use existing electricity lines.



vices including T1 lines in the US and E1 links in Europe which are offered to business customers at premium rates.

Cable TV companies have lack of funds, as in Britain where the systems are relatively new, or by the need to upgrade ageing infrastructure in many continental European countries and the

The McKinsey authors argue that the competitive

The race is on to become the dominant broadband access

technology landscape has been changed by the arrival of digital satellite services in the US and now across Europe, which has forced cable operators to

accelerate the upgrading of their systems in order to remain competitive - an upgrade which also enables them to offer high speed two -way internet access at relatively low costs. Broadband internet access is based upon several technologies, each backed by a

different industry group. Telecoms operators are backing xDSL technology which itself comes in several different "flavours" including ADSL (asynchronous DSL). which typically provides up to 8Mb/s over existing cop-Meanwhile, the cable com

panies are backing cable modems which can offer up to 10Mb/s over a shared cable network, although

"Of these technologies, cable modems and xDSL are the most viable in the next. three to five years," say the McKinsev consultants.

"Satellite's infrastructure ... often been constrained by a costs make it too expensive for the consumer segment. Wireless technologies that might challenge cable modems and xDSL are still in their infancy."

Meanwhile, the cost of cable and xDSL access is falling fast, bringing them into the price range of \$30 to per subscriber per

Indeed, in areas where

these technologies are available, the adoption rates for xDSL and cable are higher than those for comparable new technologies in the past. Most analysts forecast that will climb steeply from around 100,000 today to

about 12.5m in 2002. So the race is on to become the dominant broadband access technology. According to Insight Research, the US market research company. US internet consumers will spend about \$1.2bn on high speed access this year, but Insight warns that consumers will only be willing to pay once for a broadband connection

"With competing xDSL modems and cable modems selling at around \$250-\$300 each, the broadband modem ket first will capture an initial base of customers who will be reluctant to pay again to switch technolo-

vices: zDSL, Cable Modems

Data freedom has its risks

Online abuses have become the target of those seeking to preserve their reputation and protect the integrity of the internet

CONTENT SAFEGUARDS by Michael Dempsey

New employees at Zeneca, libellous or defamatory the UK pharmaceuticals and agrochemicals giant, are being asked to sign a code of conduct. Its purpose is not to regulate the way they behave but to lay down the way they should use the

sites that contain illegal or objectionable material. It states that internet use is being granted for business

third parties that the company has the best intentions in allowing its staff onto the world wide web. Above all, it shows that large corporations are beginning to acknowledge the risks of permitting unfettered internet

Nick Lockett, a Londonbased lawyer with the US law firm of Sidley and Austin, specialises in the impact of information technology on legal liability. Asked to highlight the biggest risk to widespread use of the internet, he says: "There are all sorts of issues here, but the mended policy on e-mail through incidents where staff send out illegally copied software via e-mail, or a senior scientist at Bull, the

Mr Lockett regularly briefs clients on the implications of e-mail and web use, helping to create a practical internal policy for using this technology, while avoiding the legal traps that go with it. Why The code points out the have there been relatively risks involved if staff access few cases of companies being ary. A group of US anti-aborsued for employee activity over the internet?

"I think a lot of companies are being lucky. We are utives to demonstrate to e-mail records are seized." He is very concerned that employees are failing to grasp the full significance of

An e-mail communication has the same weight in law as a letter on company notepaper. Yet many staff are ending highly controversial belief that this is an invisible form of communication. This is extremely dangerous. "If you wouldn't put something in an internal memo, then don't put it on an

Sidley and Austin's recommain idea is to prevent legal stresses that "infringement liability coming back to the of intellectual property ment echoed by Neil Barrett,

has a special interest in the security of electronic communications.

"You can be open to court action due to e-mails, offensive advertising or incitement to racial hatred. Almost anything which is considered an offence outside of the world of computers is an offence when it's

This message was brought home forcefully by a court in Portland, Oregon, in Februnames and addresses of surgeons working in abortion doctors and clinic staff murdered by fanatics had a cross drawn through their per-

Damages

After seven murders at clinics during a five-year period, the court ruled that the way in which personal details were posted constituted threats. The group was ordered to pay \$107m in damages for putting out

Intervention by the US legal system in defining tomatic of an international trend. The internet developed in an academic and intellectual environment on where liberalism translates

most people would find highly offensive.

however, boundaries are being drawn. Australia, for example, is introducing a law that will make internet service providers (ISPs) legally liable for editorial content. In France, the govrnment has placed an obligation on the companies that provide points of access to the web to provide software for clients that enables the

blocking of certain services. Now under debate in Germany is the information and Communications Services Bill. This is particularly concerned with the proliferation of neo-Nazi material and propagation of the "Holocaust Lie", the denial by some right-wing extremists that the Holocaust ever took place. The bill proposes that ISPs must take resnonsibil-

ity for content.

At Planet Online, which claims to be the largest hosand running the FreeServe internet service for Dixons. the UK consumer electronics responsibility for content. of an ISP. It is the job of areas that clearly do need

As the internet moves out tracts is one way to encourinto a wider community, age "the sort of behavious you would expect from your people".

Zeneca uses a computer program called Cyber Patrol - supplied by The Learning

the use of employment con-

Company (TLC) of the UK to help it reinforce its code of conduct. This resides at the firewall security control on Zeneca's internet gateways and works by measuring internet access requests hibited sites. Users specify a series of

categories such as violence profanity that allow Cyber Patrol to filter incoming of this software is that TLC updates the filter on a weekly basis, compiling new lists of banned material as fresh sites emerge and extreme groups redraw their

Alan Pickup, a network manager at Zeneca, says Cyber Patrol was introduced around half of our desktop PCs enabled to access the internet. This software just gives us an added assurance that staff are following best to a banned site, they get a them that access is barred."

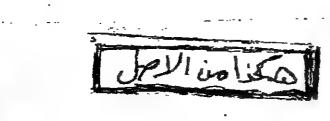
suge popping up to tell Mr Pickup says staff have not complained about censorship, "Generally, people time they see the 'access

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peeds

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AND CARREST

IP traffic rising by 1,000 per cent a year Forecast IP and PSTN traffic Pb per month (1000) 6 _ P traffic is rising at around 1000% a year, compared to a growth of 5 _ under 10% on the PSTN. If new technologies can meet this demand for bandwidth, iP traffic 3 _ will surpose PSTM traffic during (public switched 1999

Speedier access

From previous page:

and Wireless. Insight notes: "It is a race to market between the telcos with xDSL service and competing multiple system operators with cable modems.

The report suggests two scenarios. The first assumes the Universal ADSL Working Group (UAWG) develops an xDSL technology which becomes a built-in standard for the next PC generation. The second assumes cable operators will roll out system upgrades and that consumers will opt for the slightly faster service which cable modems should pro-

In both scenarios, cable modems are expected to lead in market share by 2003. "XDSL's main advantage is that it can be marketed and sold by the local telcos to the consumer market in the same way that they market. other services," says Robert Rosenberg, insight's president. "However, cable already covers 70 per cent of all households [in the US] and cable operators appear to be rolling out their high -speed service faster than the incumbent telephone

The Strategis Group, another telecoms market research company, suggests there will be 6.2m cable modem households in the US by 2003, against about business users. 🔓 500,000 today, and that some scribe to a broadband sermarket worth \$3,8bn. in contrast, it believes there will

growth after next year.

new xDSL standard, in October is widely seen as crucial to its growth prospects. This is a consumer-oriented version of ADSL and will allow consumers to install the equipment themselves. Currently, cable and xDSL modems need to be installed

by technicians. As use of xDSL and cable modems grows, most analysts expect ISDN leased lines to lose market share. Until now, ISDN has offered the fastest access for most home users, though in some markets such as the UK, high installation and rental costs have slowed uptake.

However, ISDN and standard 56Kbps (kilobits per second) analogue modems could also face a challenge from wireless technologies and satellite links. In the UK, Tele2, part of Millicom International Cellular, has launched a 386Kbps wireless service (to be increased to 2Mbps) which it claims is 80 per cent cheaper than leased lines, ISDN and BT's Highway service.

Like other broadband services. Tele2's service offers an "always on" connection, removing the need for dial -up. The company plans to reach 60 per cent of the population by 2003.

Satellite operators are also preparing consumer broadband services. A number offer direct services aimed at

. That will change with the 9.1m households will sub- launch of low earth orbit systems such as that vice by 2003, making it a planned by Teledesic to deliver "affordable, worldwide access to fibre-like be 29m xDSL costomers in relecommunications services the US in 2003, with most such as broadband internet access, video-conferencing

LEGAL ISSUES by Geoffrey Naim

The search for online evidence

Today's laws were mostly framed for pre-internet conditions, but rapid changes are essential for e-commerce to flourish

taken the lead in calling for tighter regulation of the internet, but their calls are now being echoed by many users of the digital economy as the laisser-faire attitudes that traditionally prevailed start to

Today's laws mostly pre-date the internet and struggle to handle ssues such as liability, intellectual property and taxation in cyberspace. A vivid demonstration of the problems that can arise occurred earlier this year in the Paris Court of Appeal, where internet libertarians confronted their nemesis in the unlikely shape of French model Estelle Hallyday

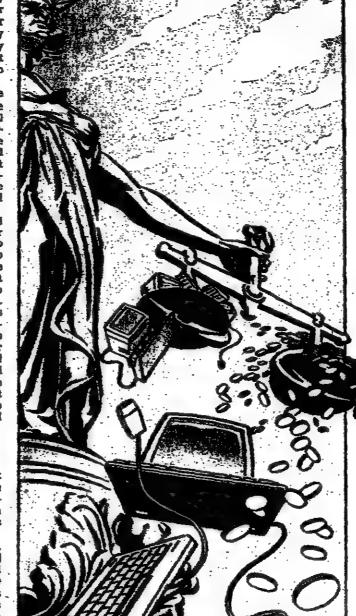
She successfully sued a small French internet service provider for allowing nude pictures of her to be posted on one of the 47,000 web sites it hosted free of charge. The ISP, called altern.org, has now shut down all its hosted websites to avoid a repeat of the Hallyday case. In a country where liberté is etched on every coin, the case provoked an uproar, not least because Ms Hallyday sued the ISP rather than the individual who had posted the pictures. The court decided that the ISP's role in hosting the incriminating web pages, albeit unknowingly, was equivalent to that of a commercial publisher and fined it accordingly.

European moves

The Hallyday case was last month discussed by a European parliamentary committee considering a proposal for a European directive to clarify the legal issues surrounding e-commerce.

In its draft opinion document, the committee says: "[The case] shows the need for a harmonised and unambiguous regulation at the European level, and exemplifies the very negative consequences that may arise from a confusion between these new, specific businesses of the information society and their approximate traditional counterparts, like printer or pub-

lisher. There is now a growing recognition that the laissez-faire policies that spurred the internet's early development have created a dangerous legal vacuum in cyberspace. One of the most promising technical features of the internet for publishers - the transfer of digital files - is also one of the most



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"Digital technology allows the in some countries copyright production of consistently perfect depends on registration, but the report on legal issues and the web. by Manches, the Orderd-based lugal

In Britain and US, copyright pro-

copies, in potentially infinite num-remedies available in an infringebers," says Peter Stevens, in a UK ment action are often limited in the absence of registration, says

the Manches report. In the absence of specific legislation covering the internet, the inction arises automatically on the tempiation is to ignore the problem

One area ripe with problems is intellectual property rights, which are notoriously difficult to enforce over the internet. The music industry is particularly worried by the proliferation of web sites distributing copyright music using the MP3 file format, which compresses audio files to manageable

European musicians recently petitioned the European Parliament to take action to protect their royalty streams from the MP3 pirates. Playboy Enterprises has been one of the most active companies in enforcing copyright on the internet. It has been to court in the US on several occasions to successfully prevent web sites from illegally using photographs of its

But victory in such cases is far from certain because of the difficulty in applying conventional laws to the virtual world of the internet. Forrester Research, the US consultancy company, believes Europe is at a serious disadvantage in this respect because of its hotchpotch of national laws.

Obstacles

remove the obstacles presented by the current legal patchwork and create a more predictable environment for internet commerce," says Therese Torris, director of new media analysis in Forrester's European office.

In a recent Forrester survey, twothirds of European business leaders surveyed felt that current EU regulation was ineffective or even detrimental to the development of STERLING S

The EU has tried to foster a more favourable e-commerce environment with directives to bolster or harmonise national laws.

One example is the recent EU directive on digital signatures. By laying down minimum rules concerning security and liability, the directive aims to ensure electronic signatures are legally recognised throughout the EU. However, directives have to be translated into national law in each member state and this can be a slow pro-

Forrester estimates that unless the obstacles can be removed certainty that will encourage busiquickly, Europe's internet economy nesses to invest in the new digital

dictable and often contradictory third by 2008. The current situation of uncertainty is already causing problems, according to those working in Europe's fledgling e-commerce industry.

"Today, we are clearly at a disadvantage in Europe because in some countries there is strict legislation that creates bottlenecks to e-commerce," says Anthony Belpaire, chief executive of Globalsign, a Brussels-based company closely involved in digital signa-

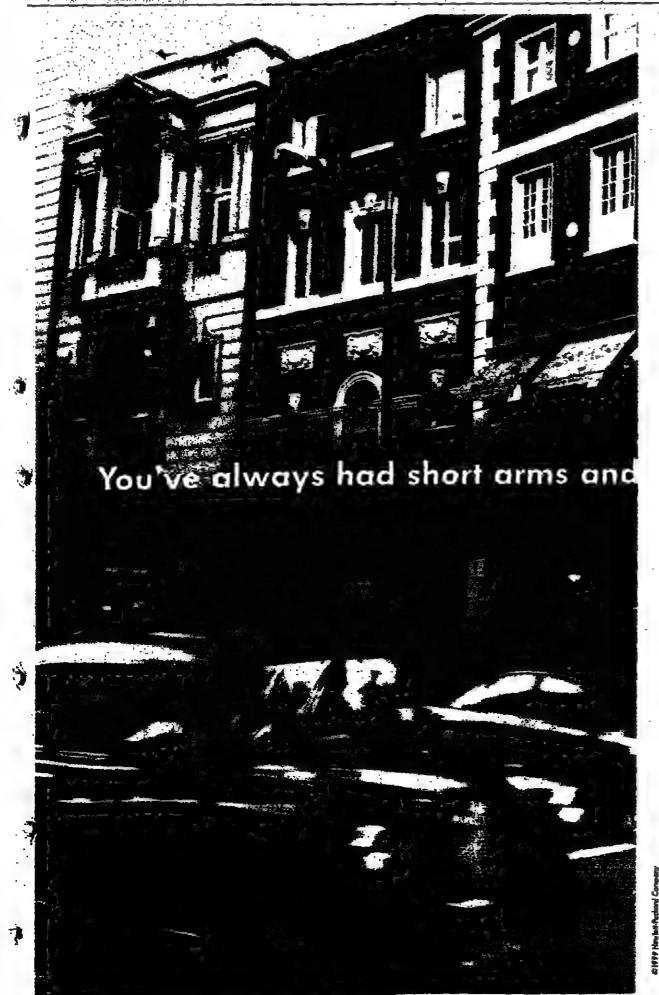
tures. · Nevertheless Mr Reingine takes some comfort from France's recent decision to relax its traditional strict stance on cryptography and the UK's moves to formulate a workable policy on digital signa-

Globalsign hopes to create a pan-European network of certification digital certificates to consumers, traders and government agencies. These certificates could be used to sign and encrypt communications over the internet, including confidential e-mails, online purchases and dealings with government departments.

The European market for digital certificates could be worth \$656m by 2001, according to Datamonitor, the research company, but Global-"The EU must move fast to sign fears this market will not materialise unless urgent action is taken to address Europe's fragmented digital signature policy and issues such as "cross-certification" - the process whereby certificates issued in one country are automatically recognised by a CA of another country.

The legal issues surrounding digital signatures and e-commerce in general are complex and as the market is still very small - online sales account for less than 1 per cent of retail sales in the US there is an obvious tendency to let laissez-faire attitudes prevail. There is also a powerful lobby, particularly vocal in the US, which worries that legislators might introduce unworkable laws that stifle the fledgling e-commerce industry.

One of the lobby's achievements has been a three-year moratorium on internet taxes in the US. Nevertheless, for the full potential of e-commerce to be realised, new legislation is clearly needed, both to address the problems that are now emerging and to create a climate of



sure enough, you can't catch a cab to save your life. Meanwhile, your wife is waiting, waiting, waiting. Enter e-services. You send out a signal on your PDA. Global positioning pinpoints your location. Instantly, your electronic request for a cab is bid out and matched to transportation services around the city based on rates and proximity to you. You're given the option of a cab (five minutes away) or a limo (ten minutes away). You opt for speed (wise man). You have a few minutes to kill, and since you're not frantically trying to throw yourself in front of a cab, you duck into a flower shop (very wise man). As you emerge, your ride pulls up. Think about this. Soon there will be a plethora of services seamlessly and invisibly linked to the Internet. Services that you can charge for. Electronic services. The next chapter of the Internet is about to be written. The service-based economy is about to explode. And it will have nothing to do with you working the Web. Instead, the Internet will work for you. www.hp.com/e-services

The next E. E-services.

3 pm

The view through the gateway

As online activity takes off, internet search engines are trying to entice web site visitors to stay longer and sample their services

group, paid a record \$2m last month for three internet domain names, there was an what it planned to do with its acquisitions.

London.com, England.com and Britain.com would be developed as the "portal sites for the best of Britain." according to Steve Potter. Globalvision.com's youthful

latest to hit upon portals as the basis for its new internet venture. They have become the focal point of hundreds of internet business models, from online giants like Yahoo! to tuny British startups like Globalvision.com. At first glance, it is not hard to see why. Internet search engine groups guide millions of internet users through the maze of the world wide web and initially made their first revenues from advertising and some

paying sites. However, it gradually dawned on them that if they could hold the users of their services as long as possible,

channelling of "eyeballs" to

When Globalvision.com, a they would be able to extract small British multimedia more revenues from advertisers, sponsors and electronic commerce vendors. In part, this was a reaction

air of inevitability about to the emerging popularity of internet community sites, modelled on the success of America Online. By attracting visitors as members and offering them a myriad of services, from shopping and chat rooms to the ability to post their own web pages the community sites bave The UK group was just the

grown rapidly. Over the past 18 months, the search engines have begun reinventing themselves as portals, or gateways, to the web - and set about designing their entry pages to keep, entertain and inform users as long as pos-

Viewers are encouraged to

create their own home

pages, courtesy of the search engine they are using, in order that the information they previously sought regularly now arrives on their screen without searching. All the big search engines have followed this concept: Excite with My Excite, for example, and Yahoo! with

My Yahoo!

have also been vying for new services to put on their portals – financial news, sports news. financial services. e-commerce opportunities.

name just a few. And as if to underline the community strategy, the big search engine groups have been acquiring community sites. The biggest deal, the

The internet world moves fast. Today's fad is tomorrow's

history'

\$4.7bn acquisition of GeoCities, was struck by Yahoo! in January,

It is a strategy which has paid off well for the new internet portals. Yahoo! reported net profits of \$25m and earnings of 21 cents a share in the fourth quarter of 1998, up sharply on the \$1.9m of profits and 2 cents per share earnings reported year. Revenues nearly tri- a multitude of e-commerce services, as well as advertisoled to \$76.4m Meanwhile, the other big ing and sponsorship.

Other ISPs have been search engine groups have forced to follow suit. Virgin become acquisition targets. and British Telecommunicaa Home, the internet service tions, two of the biggest ISPs provider, paid \$6.7bn for in the UK market, recently Excite, while Lycos is in merger talks with USA Netannounced not only the canworks. AOL's purchase of cellation of subscription charges but also an expan-sion of their web services. Netscape was in part driven by the attraction of its Net-The fact that groups like

center portal. Compan is also seeking to eash in on the trend by listing the Alta Vista search engine/portal it acquired through the purchase of Digital Equipment.

However, some of these deals berald a threat for the existing portals and search engines. Deals such as those involving willome and AOL reflect a move into the portal snace by the internet service providers, and it is a trend which is also being seen

in the UK, for example, Freeserve, the ISP owned by Dixons, the retail group, has become the biggest in the country by virtue of its subscription-free offering. However. to pay for the service. Freeserve has turned itself

The search engine groups in the same quarter of last into a portal as well, offering should be viewed as one step towards a wider evolution. says Gartner Group, the earch house.

"The internet world moves fast: today's fad is tomor row's ancient history. We project that the current attractiveness of such general interest portals as Yahoo! and Lycos will fade as the portal evolves towards more niche-interes portals."

BT are joining Excite and These will aggregate con-Yahoo! in expanding their tent for specific communities content underlines the conof interest, Gartner believes solidation in the market and such as the medical profes the finite amount of adversion, and stock traders. "By tising and sponsorship in the 2000, niche portals will internet market, analysts replace portals as the most believe. desirable piece of cyber real And while the portal marestate," it adds in a recent

ket is being squeezed from report. This will be good news for underneath by the ISPs, the media companies and telethose such as Globalvicoms groups - auxious too sion.com. The company not to miss out on a share of intends to use its three sites the emerging internet maras portals offering links to ket - are swooping down sites that visitors to Britain would find useful, such as accomodation, gifts, excur However, as the market matures and users become sions and car hire. It intends more sophisticated, analysts to offer potential partners, believe that the portal marwho have links from the

sites, a revenue-sharing deal

dependent on how much

business the sites generate.

ket could fragment around different segments. "This portal gold rush

from above.

SECURITY by Mark Vernon

Concerns may be

Companies need to tackle the security issue in a more systematic way

networks such as the internet a problem or not? Experts disagree. A recent pan-European research report from KPMG Management Consulting cites security concerns as the number one barrier to electronic commerce: a quarter of espondents agree

But Mark Johnson, a KPMG partner, believes that security is an over-byped issue. "The tools for overcoming security risks are available but it remains subject to media hype". The media, for its part, might justify the hype as being a esult of the confusion.

But perhaps one key to the puzzle is understanding that technology in itself will not secure open networks. Thus security breaches will contimue to arise. Various surveys claim that over 50 per ent of companies have suffered in the last two years, with many not recognising the attack until long after-

wards. The trouble is that companies are taking the wrong or at least an inadequate approach to the issue. "A point solution like a firewall is not enough," says Geraint Evans, product marketing manager for UK network integrators Chernikeeff.

"The important point is to deploy a whole methodology in approaching security. Such a framework will

Europe's Semper project alms for a secure system for

electronic commerce

account for every link of the testing each one in isolation and then resolving weak points. Gartner Group, the research group believes that actions can be performed on

the integrity and privacy of framework should be easily such transactions is not an configurable and extendable easy task, since it relies on making all aspects secure from the user through to the back-end databases. Its distinguishes Semper from report, Secure Commerce via the Web, argues that three choices face enterprises today: firstly, to invest in the technology and human resources to do the job safely; secondly, to refrain from making web-based transactions: and thirdly, to

risk successful attack. "We believe the first option is fast becoming the only viable solution," says the report. At a basic level, this first option need not be too daunting. User authentication via a password is of course a necessity but maybe passwords should also be changed every

month. Further, intuitive passwords that can eastly be guessed by backers might be prohibited. At a corporate level, a thorough-going policy on access from different locations is important. It is far easier to penetrate systems via dial-up connections than from local area networks in the office, for

"We are also seeing a growing interest in auditing tools, products that monitor traffic and spot anomalies," Chernikeeff's Mr Evans adds. "Those companies that are most advanced in their use of electronic commerce recognise this and so are likely to regard (security) as a less significant barrier than those that have not," states KPMG's Mr Johnson,

"For example, respondents whose companies had recorded sales via the internet were less likely to see security as a problem; and respondents in the UK. vhere companies are ahead in embracing electronic commerce, were the least concerned about security issues." But this is not to say that the security issue is receding. Indeed, some experts believe that the electronic commerce industry is only just beginning to grapple with the multiple challenges of providing security to open networks.

And that is not just media for has been considered by ministers of the Group of 10

Is security over open industrialised nations. The result is a project called Semper (secure electronic marketplace for Europej which began in Septer 1995 and reported last December.

> Semper is a collaborative effort. It embraces parties from the information technology industry, including TRM the commercial sector Germany's Commerzbank and Norway's SINTEF Tele. com and Informatics are two. recent additions - the academic community, such as the universities of Dorf. mund. Freiberg and Saarbrücken, and the European Commission, as part of its Advanced Communication Technologies and Services

(ACTS). devise the dominant, com prehensive solution for secure electronic comment in Europe and then beyond Michael Weidner of IBM's Zurich Research Laboratory identifies what makes Sem-

per unique. "It is the first project that aims at the complete picture of secure electronic commerce, not just specifie pieces such as electronic payments, specific scenarios like online purchases, or specific products and protocols," he says.

This fundamental approach required a return to basics. So the framework includes legal as well as technical aspects. It recognises that an electronic marketolace is like a physical marketplace in that its main task is to bring potential buyers and sellers

together. But buyers or sellers might be dissatisfied with the exchange, which requires that in the virtual space, as in the traditional, exception handlers, disputs handlers and possibly an electronic commerce chain. arbiter are on hand, too, is all these aspects, specific security requirements are necessary, guaranteeing integrity, confidentiality and

availability Further for an open system, such as that demander But it says that ensuring by electronic commerce, the to a broad range of differ

> "Another objective which other projects is the concept of 'multi-party' security,' says Mr Weidner.

> > 'ideally, Semper users can

ensure their own security

with only minimal trust in other parties. This is primarily a question of protocols. The trial has been welcomed by participants, even

though the goals realised to

date have been modest.

The most urgent and open problem is the security

of the user's

computer'

Users who had alread used public key technologies for online banking or the exchange of secure e-mail. Semper package in the fact that existing technologies are combined in one conve nient tool which can be applied to the whole busi-

They also felt the software combining various existing technologies, that otherwise are difficult for the non-technical user to implement directly, would result in use, thus offering fewer

opportunities for abuse. However, those behind Semper recognise its limita-tions. "The most urgent open problem is that of the security of the user's computer," says Mr Weldner.
"At least one end of most electronic commerce trans-actions is handled by a Powith a standard operating system. Past experience has shown that these systems

So far, this has posed no serious problems for electronic commerce, since there are even easier ways los criminals to defraud. How ever, this situation is likely to change. Although a battle hype. One project in particu- has been won, the Semper team believes the war is far from over.

are notoriously insecure



GET CLOSER TO YOUR CUSTOMERS.

DIGITAL

NERVOUS

SYSTEM

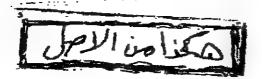
Whatever business you're in, you'll understand the need to find and keep profitable customers.

That's why many forward thinking companies are already using the Internet, not only as an additional sales channel but also to share information and build closer relationships with their customers, suppliers and other trading partners.

Microsoft's partners are experienced in building cost-effective eCommerce solutions for UK companies that deliver genuine business value within realistic timeframes. So whether you are looking to streamline your corporate procurement or enable value chain trading, our partners' solutions, built on the Microsoft platform, will give you the flexibility for whatever the future may hold,

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BUSINESS EVOLUTION FOR THE DIGITAL AGE



WEB SITE QUALITY by George Black

Many companies have far to go before

their online offerings are worth viewing,

public image, yet many corporate information.

In a few years, e-commerce

is expected to make up

around a quarter of all revenue for some of the partici-

pants. It could represent bil-

lions of dollars worth of

trade in the next four or five

years, according to various

through which this revenue

is likely to flow would seem

to be an extraordinary omis-

sion. A number of companies

 notably in the US – have realised this and worked hard on their web sites.

Among them are online bookseller Amazon.com.

whose success has dazzled

the retailing world. Dell. the direct marketer of personal computers, Lufthansa, the German airline, and eBay,

But there are many com-

panies which still have far to

go. A report earlier this year

by Interactive Media in

Retail Group (IMRG), the

electronic commerce devel-

opment group, concluded

that some of the top 100 UK

businesses had very poor

web sites. Eleven of them

even had no site that could

Only three - British Tele-

com, Tesco, the supermarket

chain, and Alliance and

Leicester, the banking group

- were given the highest rat-

ing of five stars, meaning

that their site was "excel-

lent, well-thought-out, great-

looking, with lots of useful

features and good customer

Two sites were classified

he accessed.

support."

the internet auctioneer.

To neglect the medium

with more commitment needed at the top

ELINES SPACE

erns

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Train to ... 數字數字

沙安 1.00

and operation The state of the state of The same with The second second second

والمراجعة والمعالمة

telephone orders.

short-sighted groups still do tronic commerce accelerates.

Steve Johnston, a manage not take a serious view of at IMRG, said that there had the web's potential. This is been some improvement now a key management since its report last year. issue as the growth of elec- with the number of companies meriting four stars ("very good, but just falling short in some areas") increasing from 29 to 37. But overall, the results

were disappointing. "A lot were quite boring and most still have a long way to go before they get it right. Small firms often do it a lot better than big ones," he

manager at the Butler Group

organisations do not appreciate the possibilities of e-commerce and have web sites The web site has become one stores' locations or opening which are just another of the most important ele-hours, nothing on products advertising medium.

Room for improvement

ments of an organisation's or special promotions and no "This is completely inadequate. They do not give their prospective customers anything like the same experience as real-world shopping. They spend a fortune on laying out their stores, but do not seem to put much thought into laying out their web sites. "Smaller companies often

> realise the need to leverage all possibilities. Large ones just think their customers are sure to keep coming back to them." He cited England's New-

castle United football club, which he said took the shopper straight to the till after buying a shirt - without in the past couple of years, offering him the chance to senior managers have had a consultancy, agreed. "It is a offering him the chance to

going around the whole store again.

A leading travel agency, which claimed to have around 5,000 holidays, only offered around 20 online. "Even on the best sites, online shopping is not generally a pleasurable experience," he said.

UK companies could lose business to overseas competitors, especially from the US, which put more effort into their web sites. "It might not he worth driving a long way do it better because they to go to another store. But online, it is very easy to click on to a different web site. People will go wherever they get the best service." The web site quality and

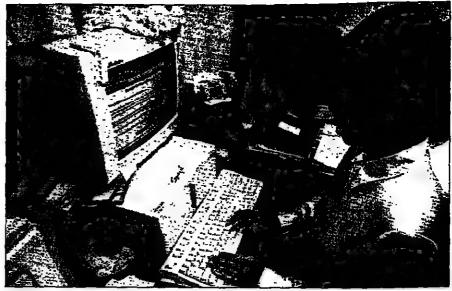
> performance of a company depends largely on the level of commitment of the chief executive and top managers.

major concern that large buy anything else, except by lot of other issues to worry about - the year 2000 date change and the arrival of the euro, for example - and may bave put the web site to the back of the queue.

Both Mr Johnston and Mr Thompson said the key to creating a good web site was to make it simple to navigate around a large volume of information. Most important was to meet the expectations of the online customer, whether for home delivery or any online quotation.

"The trouble is that expectations seem to be running way ahead of corporate strategy, said Mr Johnston. He often came across "lonely e-commerce evangelists" in traditional businesses, begging for money with which to set up or develop a web

Managers had to invest in e-commerce for the long will need to buy in the skills term and reckon to spend at to develop a web site and ness development consul-



Online shopping in the US: in Maryland, Marguerite Smalls shops at Spiegel via the internet

pounds to create and maintain an effective web site. However, compared to the potential long-term return on investment, that cost could be considered fairly

Almost all organisations

several hundred thousand those skills are scarce. "There are plenty of people who will give you some fancy graphics that eat up bandwidth, but few seem to understand the importance of making it easy to use. said Mr Thompson.

> Martin Chilcott, chairman of Clarity, the online busi-

tancy, said that a year ago, companies were hoping to £40,000 (£65,000); but £100,000 was the minimum investment now for a good small web site. Clarity recently helped Carphone Warehouse set up a site for an initial expenditure of around

MAINTAINING A WEB SITE by Joia Shillingford

The cost of creating a strong online identity

Companies can choose to spend modest sums on their internet presence or invest heavily for a wide range of features

maintaining web sites varies enormously, from the small self-built site to the global

electronic commerce hub. According to UUNET, the internet service provider owned by MCI WorldCom of the US, 210,000 (\$16,000) buys an entry-level web site,

£10,000-£50,000 a medium site and £50,000-plus a major site. "However, the cost also varies by type of site," says Mark Desvaux of UUNET. who works with a range of partner web companies. Sites can be made up of dif-

forest elements: "Brochureware" - transferring the company brochure online □ Interactive - a site which

as one star: - absolutely uses web technology to creawful - don't waste your time!" Safeway, the superate a dynamic experience for ·□ Database-driven - colls-

market chain, was said to the user háve only a single page site, tion and delivery of informswhich related to recruit-

The cost of building and | Multimedia - high level presentation using creative audio-visual technologies such as Flash and Shock-

> D Streaming media - the delivery of audio, video and newsfeeds on a web site.

"As there is such a diverse range of options available," says Mr Desvaux, "it is very difficult to pigeon-hole sites. Web companies will, therefore, very rarely offer a packaged product." If they do, "such sites are likely to be very basic, "In terms of maintenance,

companies have various options based on the number of days per week, month or vear the site needs to be undsted." adds Mr Desvaux.

"As a rough idea, a site costing £50,000 to design and build will probably require two days a week maintanance," he says. "The total

£600 per day, is then over 260,000 a vear. "But web technology is

becoming yery clever." believes Mr Desvaux, "and investing in a £50,000 database-driven system or an automated newsfeed can actually repay itself within six months if the alternative is hiring an HTML (hypertext markup language) programmer to update the site manually."

Companies setting up wab. sites may also have to devote a number of internal staff to making sure their web site is up to date, adding new services and promoting the site.

Omniscience, web designer to Virgin Books, V2 Music (part of Virgin) and Subaru. the Japanese car company. believe that if enough business sense is applied to the design of a site, then no fur-

needed from the design con- has cut the cost of marketsultauts

Time-Warner of the US found its internet costs heavy when it first ventured online. But at their best, web sites can make a substantial contribution.

For Dell, the US personal computer company, revenues from the world wide web have now reached \$10m. Yet its internet-based arress mean that its costs are similar, whether it accepts orders for 10 or 10,000 systems.

Nor did the company have to re-engineer its manufacturing processes very much to exploit the web - the infrastructure was in place, being implicit in the direct business model.

It has also built 180 customised web pages for business customers in the UK. around three months earlier. These Premier Pages offer a raft of benefits for the introduction of operational efficlencies at customer sites.

At Regus, the business

ing and recruitment. Regus has a budget of £200,000 for And the cost of each enquiry its web site, which it is using to support rapid expansion. traditional methods. It has an international web

man and French. Hong Kong and south-east Asian web sites are in the pipeline. The internet helps Regus to solve a number of problems related to marketing new centres, which it is

opening at the rate of one every three days. For example, the UK-based company can produce online marketing literature for overseas centres far more quickly then if it had to print this and post it from the UK. That means the mar-

The Regus web site also generates enquiries. During the site's first year, it generated over Com worth of business, making a four fold

off-line marketing activities. is 50p, almost half that of

However, the company believes the biggest savings site, with a further six versions in Finnish, Danish, will come from using the Japanese, Norwegian, Gerinternet to recruit. Already, Regus has saved £35,000 by using the internet to recruit 10 people.

The appointments filled were middle to senior managers in Greece. Poland and the US - typically very hard markets to recruit for. This year. 2,000 new staff will be needed worldwide and many will also be in countries which are hard to recruit in. such as Peru, Columbia and Slovenia

Web sites can, of course, be built very cheaply. For example, web authoring softketing of a centre can start ware package HotMetal Pro from SoftQuad is claimed to be as easy to use as Microsoft Word or Excel and costs £99. The company says it can be used by anyone from comBritish Telecom, which

has an e-mail service, also offers approximately 10 web site packages, ranging from simple sites ready within hours to tailor-made sites for large companies. Costs range from a cheap solutions for small- to medium-sized enterprises at a few hundred pounds to more expensive managed dedicated server packages costing thousands of pounds a year.

Dharmesh Mistry, director of engineering at Entranet, the UK web designer and strategist, says a company should allow from £10 to £1.000 a month to meet the cost of hosting its web site. Sometimes, hosting will even be provided free.

But Entranet, which designed the Eagle Star Direct insurance site, warns that companies should expect costs at the top of the range if they want service level guarantees and 24-hour



CASE STUDY

Online move beats e-commerce target

intel has been a strong supporter of e-commerce, recognising that the move to online sales will boost sales of Intel-based servers and personal computers.

But it was not until July of last year that the US company set up its own e-commerce operations. It launched an extranet last July to communicate more effectively with its clients. Its largest customers already use EDI (electronic data interchange) systems to place their chip and other product orders

intel's goal with its extranet was to improve communications with its amail- to medium-sized customers who cannot afford to set up similar EDI connections. The extranet, called the

E-Business Program, had a goal of making it easier for customers to place orders for chips, motherboards, chip sets, flash memory and other products, intel was currently handling such requests through faxed orders and

Streamlining this business process through standard Internet technologies such as web browsers was the key goal for Intel. Instead of

having to install a complex EDI system, customers using intel's extranet need no special software and can easily place their orders online

Late last year, intel said that this extranet had more than achieved its goals and had exceeded more than \$15n in sales in only its first month of operations, beating its own estimates of how much business it could handle and representing one of the most successful e-commerce ventures to date. With such a high monthly sales level, intel quickly surpassed the e-commerce ventures of other mort selamaxe besicildua-llew Dell Computer, Cisco Systems and other companies. Dell, for example, handles about \$300m a month in online business, while Cisco has about \$400m a month in

intel says that it decided to make a big splash in . . e-commerce rather than starting off small and building the sits out to attract larger numbers of customers. By starting off with a large goal in mind, intel says it could quickly bring in customers rather than just offer a small number of online services.



Pentium H: Jami Dover, Intel's vice-president of world marketing ations, with the company's

other key benefits that save the company much time and money. The extranet features information on Intel products and offers online support services rather than relying on more expensive and traditional methods of supporting customers. There is also an order-traciono service altowing customers to look up the status of their order easily without having to call a intel says that before setting

up its extranet, it was handling about 45,000 faxes per month from customers based in Taiwan alone: eliminating these faxes has freed up its staff to work on other customer support issues. Aithough there were some fears that intel would be competing with large distributors that sell intel products to smaller businesses, there has so far been little conflict.

Paul Otelilmi, senior vice president at Intel, recently told financial analysts that the company was surprised at the success of its e-commerce operations. Compared with its original goal of handling \$1bn in online sales per quarter, he said that intel should easily exceed \$2.5bn per quarter.

Intel's e-commerce efforts illustrate the success of a business-to-business e-commerce venture. This is a form of e-business which ties in suppliers and customers more tightly than before and introduces business efficiencies that benefit both Intel and its customers.

Intel says that it is investigating ways of introducing additional e-commerce initiatives and it may also set up an extranet to help its largest customers improve the delivery of intel parts to PC production lines. Tom Foremski

CASE STUDY

Spreading the digital message

In the heady world of electronic commerce – still in Its infancy, but growing at a startling pace - much of the emphasis has been on headline grabbing consumer

But the real test of its effectiveness for companies the extent to which it helps transform their operations to fit them for the digital age. While some companies have taken an appressive line on the adoption of information technology, many remain*

half-hearted and unsure. This hesitancy has been reinforced by the huge task of ensuring that IT systems are not undone by the year 2000 te problem. But those in the forefront of the electronic business wave the convinced that Y2K will only be a temporary obstacle.

"E-commerce is the most

important strategic business initiative [this year] after Y2K, asserts Michael Donahue, co-tounder and chairman of interWorld, a US provider of software for Internet commerce. "But after the [year 2000] fire-fighting, it is time for e-commerce," he adds. "The business world is increasingly about the continual improvement and optimisation of business

Along with other InterWorld is a young

In 1995. But its products. concentrated on the selling side of online commerce, ha given it a growing market position. It offers clients "out-of-the-box" packages to meet software needs in the areas of sales, order menagement, account management and order

In a move showing the

company, having been formed

importance of alliances and partnerships in the IT-driven business arena, InterWorld has just linked up with Claco, the leading network equipment supplier. Cisco is keen to bring its own online business model - which has generated big cost-savings and sales revenues - to the outside market.

"People are keen to learn what we've done," says Wim Elfrink, Cisco's vice president for consumer advocacy in Europe, the Middle East and Africa, in Europe, e-commerce is still mainly associated with getting a catalogue online in the minds of many companies, he feels. "But e-commerce means going right through your business



-founder and chairmen of InterWorld, says that after the year 2000 tire-fighting, "It is time for e-con

He expects "an explosive boom in e-commerce deployment as of next year". Along the way, "a lot of money will be spent".

To spread its message Cisco, which has taken a smali stake in InterWorld, la also working with leading consultants and other e-commerce specialists. Its internet evangelism is clearly linked to the prospect of more sales. Even so, the truly online economy that Cisco and others have in view is still some way off. "But the promise of the Internet is the global digital economy,"

states Mr Donahue. InterWorld, privately-owned but planning a stock market listing, took a thorough approach to e-commerce, concentrating first on research and development before moving to marketing and sales. Today, it has some 80 customers - including NCR.

Cendant, GeoCities and Tova R Us - and has moved beyond north America to

Europe, Japan and Australia "We've been very focused and pragmatic," Mr Donahue says. So that its products can be fitted to customers' needs, InterWorld's Process-Centric computing approach allows them to create applications modelled on their own business processes. These can be linked to customers' enterprise resource planning, customer relationship and other systems.

A big challenge for suppliers of e-commerce services and equipment is scalability, so that solutions can be expanded in line with growing demand. This is where partnerships with other companies are vital. "You need a solution that evolves with you, weekly and monthly," says Mr Donahue.

Andrew Fisher

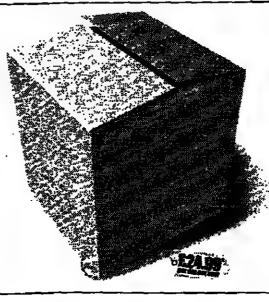


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`-- -

web browser from Lucent,

The three US companies

have come together to form

the Voice eXtensible Markup

Language (VXML) Forum.

With the backing of 17 other

companies, they plan to

draw up a standard, VXML,

for using the human voice to

A draft specification

should be available by the

end of this year. The idea

behind VXML is that users

should be able to use conver-

sation to interact with the

internet and call up audio

Another strategy for con-

necting to the net on the

move is to use a Nokia Com-

municator, an integrated

phone and personal organ-

This product did not do so

well when first launched

because it was rather large

for a mobile phone. But the

company has shrunk it down

to a much more feasible size.

The new Communicator can

be used just as a phone, just

Bridget Blow, chief execu-

tive of ITNet, the UK out-

sourcing company, became a

fan with the first model and

uses it to check e-mails

modem and can be used with

any Ericsson mobile for elec-

2) The internet would "redefine every industry on earth," and therefore there should be at least one huge

3) Therefore, since it is so difficult to select the ultimate winners in each field with certainty this early, The

Dines Letter has very carefully selected a group of probable winners in a range of industries, each one a

swing for the fences" such as this accompanying chart. Then, by placing an equal amount of capital in

each one of them, comes out to only around \$13,000, and the next few years could be as profitable as

TDL strongly rejects the popular view that internets are "overpriced," a "bubble," a "craze" - opinions that

have been wrong for years, instead, you are urged to buy the abovementioned recommended internet

S195.00 Enclosed for "Fair Trial" 1-year (20 Issues)/\$249.00 Foreign

S115.00 Enclosed for 6-month Trial (10 issues)/\$149.00 Foreign

new winner in every industry - which is partially why they recommended Amazon.com at 9-1/2.

tronic mail and fax.

BUY INTERNETS!

The Dines Letter has been very bullish on the internet group for several years,

and their three favorites have been America Online, Amazon.com and CMGI!!

In recent years The Dines Letter has produced a phenomenal track record

1) The internet is the greatest invention since the Gutenberg Eible and

There should soon be far

when away on busines

e-maila.

files of information on, say,

train timetables or weather

AT&T or Motorola.

browse the net.

information.

'Not much

luggage' options

As e-commerce evolves, telecoms companies believe that executives away on business will increasingly look for ways to access the internet

Mobile access to the internet equivalent of an internet accounts for only a small proportion of mobile phone traffic. But companies such as Ericsson are betting it will be the "killer application" in the new world of high speed mobile communi-

Below, we look at a number of "log-on and go" strategies from the "luggage-free" to the "full-on backache"

'No-luggage' options

One of the most portable strategies for receiving e-mail "on the go" is to ask your contacts to e-mail mes sages to a web-based mailbox service, such as Microsoft's Hotmail, as well as to your normal one.

This means that when you are away on business, you can use any computer connected to the internet's world wide web to check your mail. This could be a PC in an office you are visiting, an internet cafe, or the hotel's business centre. The beauty of this arrangement is that you do not need to carry a laptop computer.

The downside is that you may have to pay quite a lot to use the hotel's PC and you may not know where the nearest internet cafe is or feel like going there at the end of a long day. Your contacts may also forget to copy your messages to your second mallbox (though you could switch over to a webbased e-mail service altogether).

Another option is to use a mobility service such as Breathe Contact, launched at the end of March by Breathe, a subsidiary of UKbased Martin Dawes.

This service can consolidate all your voicemails. faxes and e-mails into a single box and read out your e-mails to you automatically when you are out and about. with any fixed phone, mobile or electronic mail service.

Alternatively, if you have a Breathe mailbox you can set up it up so that you can check your messages on the web. Prices in the UK for must access the internet is Breathe Contact are likely to Ericsson's MC 218, which be around £3.50 a month.

Breathe also offers a free ion. This "companion" is e-mail service, where - as supplied with an infrared with Dixon's Freeserve you pay for telephone support. Before long, you may even be able to surf the internet using the voice mobile companion is "part of everywhere.

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ADDRESS

CITY

subscription will definitely include their big 1999 Annual

for looking at the internet from a small screen.

WAP also defines how

So, if you want to surf the internet from a phone alone, look for a largish liquid crystal display and support for WAP. Or if you want net connection at the touch of the button, French telecoms equipment maker Alcatel plans to launch its Web Touch touch-screen mobile at the end of summer.

If you do not yet need to you are, wait a while. Options for the mobile executive who does not want to carry much luggage should increase when third generation mobile networks with higher data speeds start to

special'

as an organiser or to check The "not much luggage You can browse the internet, too, but data access is will be faster when the General Packet Radio Services standard enters commercial use. However.

leaves the "no-luggage" option of using a busine

more portable devices around that either have comcentre or internet cafe. munications built in or are easy to connect to a mobile. This is because Symbian, a company owned by Psion. the UK-based personal organiser company, and mobile phone makers Erics- mobile. On top of that, you son, Nokia and Motorola, may well be carrying a perhas adapted Psion's Epoc operating system for mobile The first Epoc-based

device for the executive who recharging them. good news is that portable stands for Mobile Compan-The company says its to better news for backs.

a divided smart-phone con cept." It advises: "On a business trip, bring the phone and the MC 218, to a meeting bring the MC 218, walking

the dog, bring the phone." According to Ericsson, the Epoc operating system is fast to operate and consumes less power than others. The mobile device also works with WAP, the wireless access protocol defined by US company Unwired Planet

information should be displayed on the internet if it is to be viewed from a small device. Many mobile phone makers are supporting it.

'Backache

options are fine if you just plan to exchange short e-mail messages or look for internet information that is easy to view on a small

But if you have to type up a long report or a memo of more than a few hundred words, typing on the keyboard of a personal organiser is not a lot of fun. That

However, if you want to do lengthy work on a plane. you will still need a portable computer and, ideally, a mobile phone and data card (for e-mail) or an infrared numbers plus a few spare batteries for the portable. And an AC adaptor for

That is the bad news. The computers are becoming lighter (for example, the Sony Vaio and the Toshiba Libretto) and that for many jobs, an organiser-sixed device will do. It all adds up

James Dines, Editor

The Dates Letter

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RECOMMENDE

FOCUS ON THE INTERNET FTIT REVIEW 8

NEW COMPETITION: Financial Times International Business Web Site of the Year

Enter now for the 1999 awards

An opportunity for companies to win prestigious awards for international business web sites

After the success of last year's competition, it is now time to start registering your entries for the 1999 Financial Times International Business Web Site Awards. An expanded competition

will again be sponsored by UUNET, which will be joined this year by of the world's leading nanagement consultants

These increasingly prestigious awards were aunched two years ago to recognise companies in various market sectors that have used the power of the internet to achieve significant commercial advantage. But with the increasing importance of the internet to business, the time was right to introduce a new and more inclaive dement by inviting PricewaterhouseCoopers

jointly sponsor the event. This year, the awards have been improved to highlight the continued growth in e-business and web activity

internationally. UUNET, an MCI WorldCom company and a global leader internet communications, continues its commitment to the competition by sponsoring the event for a third

*Over the past two years, we have seen the standard and number of entries ncrease dramatically.

what we believe will become the leading business internet award scheme internationally. Patrick King, partner at

Management Consulting Services, comments: "Businesses must realise that globally, we are about to under go massive and disruptive change. "And yet what continues to

PriceWaterhousE(copers @

even higher standard as the nature and benefits of e-business become more fully understood by businesses in all sectors of industry," says Joe Clift, UUNET's UK marketing director. "We are also delighted to welcome PricewaterhouseCoopers who will bring a new dimension to

surorise us at waterhouseCoopers is that if you draw a conclusion from the levels of e-busine activity across Europe, you would have to infer that nobody has seen this chance coming.

expecting red flags in front of

"Although the 'e' prefix in e-business will dissolve -after all it's just IT and the value chain - the transition

"PricewaterhouseCoopers want to encourage individuals and organisations to embrace change and stay ahead of their competition.

of the FT's International Web Awards because it gives us the opportunity to highlight and commend the achievers, s well as to encourage others to follow in the path of

The 1999 Financial Times International Business Websit of the Year awards will be presented to winners in each of the following five

The 1998 winner was Deli Europe.

will completely reshape the business landscape.

"We are delighted to be part

Categories

☐ Best Large Organisation (excluding financial sector):

☐ Best Financial Services Stle: The 1998 joint winners .-

according to different types

of data and then handling

but this reduces the overall

speed, since it means that

packets must be physically

aged by introducing flow

sensitivity," says Todd

Krautkremer, vice president

"A trade-off can be man-

inspected.



GNI Ltd and the Co-Operative

C Best Public Sector Site: Last year's winner was BBC

□ · Best Small-To-Medium Enterprise Site: The 1998 winner was PhotoDisc Europe. ☐ This year, we are introducing a new category: Business Web Site of the Decade - which will be voted for by FT readers.

How to enter

Entries will close in July. Details of how to enter can be found by visiting the web site; www.businesswebawards.com or via the FT.com web site: www.ft.com/

hippocempus/q9es22.htm

PRESSURES ON THE INTERNET by Mark Vernon

an the technology cope?

Within six years, there may be 300m people online, but the internet is only as fast as the weakest part of the network

Traffic on the internet is the last half-mile to the desksoaring, but will the technology be able to keep up? What demands will the online explosion make on the chips and cables, servers and switches that carry this voluminous traffic?

According to Datamonitor, the research company, the global online population is set to exceed 250m in 2002 and 300m in 2005. The steepest growth is expected in the previously under-developed markets of Asia and South

Datamonitor - in its report, The Future of the *internet* – also predicts a sharp rise in the volume of traffic attributable to videoand audio-intensive applications, which means there will be a growing need for bandwidth expansion. These applications now account for cent of internet traffic and by 2003 will account for

internet set to strain capacity further, the obvious dominates the local loop response is to boost computer processing and data transmitting power. But the local loop speeds are not problem can actually be tackled in a rather more (asymmetric digital subsophisticated way.

For any individual user, the internet is only as fast next leap in service at this and effective as the weakest end of the market. "ADSL streaming of information link in the chain. Farticu- and VDSL (very high-data- can be performed ahead of larly for dial-up, small busi- rate DSL) together allow carness and domestic users, this riers to move to a fibre weak link is likely to be architecture through everlocated in the section of the shortening copper pairs, buting the flow of traffic network that carries traffic with the data speed being across the network, but also

top, the so-called local loop. Much development work is being done on bridging the gap between ISDN (Integrated services digital network) and the much faster T-1 connections, the former being about the fastest option before the massive leap to the bandwidth of the latter, "However, jaiternative] services are unlikely to be fully deployed for around two years, meaning that there will still be a lack of

future," says Datamonitor Phil Codling "The ultimate aim of service providers is Fibre To The Home, but it is accepted that this is many years away. Estimates range from 15 to 30." Fibre inherently contains around 100 times Coaxial cable networks 6 per cent. inherently contain around With demands on the 1,000 times the bandwidth of copper pairs, the link that

bandwidth for these compa

ples in the foreseeable

But this is not to say that improving rapidly. ADSL scriber line) and cable modems will provide the

adjusted for local conditions," says Mr Codling. in part because of this

delay, software tools that optimise the hardware's efforts and provide an alternative to relentless upgrades are rapidly gaining ground. The deeper argument in favour of this approach is that the internet's performance is a more subtle issue than just a question of the size of the backbone, whether this is under the Atlantic or at the end of the

Reverse Proxy Caching is

The internet's wild nature brings big problems for

of the internet is like this." regional product manager ing software group.

"Caching offloads the

Consider, for example, what happens when voice is transmitted alongside data in web-based call centre ser-Vices

each more appropriately. The chaotic nature of the internet that arises from packets of data being sent independently creates great problems for voice packets that have to arrive more or less simultaneously at their destination. To avoid delays. voice must be given priority

one intelligent technology used to ease pressures on all important. So our tachthe internet. Local servers nology inspects packets at tent that is either frequently requested or stays comparatively static over time. "Approximately 80 per cent says Eugene Forrester. for Novell, the US network-

demand from the web server as well as working much more efficiently, since the can be performed ahead of an enquiry being made." Additional gains can be made not only by redistri-

'voice packets'

for marketing at Packeteer. the US bandwidth management company. "At the centre of the network, speed is the edge and attaches a signature to them, allowing transmission rates to be varied without having to look at every packet, every time." This technology is called Stateful Inspection and is also deployed by Cisco, the US network equipment group, in its PIX Firewall.

packet being inspected as it moves through the firewall, data is classified in advance by a proxy server. Virtual Private Networks pose a similar problem. VPNs are, in essence, a means for parties to speak

privately to one another

across otherwise open net-

Again, instead of every

by breaking the flow down works. The facility is delivered by hardware that opens up tunnels across the public highway through which secure data travels.

"There are various ways of doing this, but it makes intense demands on traditional routers; since data must be encrypted and then interpreted, compressed and then _decompressed..* explains Colin Gibbs. systems engineer managar

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with Nortel's Bay Networks. However, a distributed switch architecture, which spreads the load for encryption and compression flinetions across a number of processors, means that the traditional routers - of which the bulk of the internet is currently comprised can be blind to the demands

of VPNs. " "Doing this will be a problem for a while on the internet, since ISPs and their networks do not necessarily support distributed architec-

SHYS MIT UNDER "We advise customers to ask about it and ensure that encryption and compression can be adequately handled. severe problems.'

The death of bandwidth, when infinite connectivity becomes a commodity rather than a luxury, is predicted by some experts to be only a few years away.

For many internet users, however, they could be rather long years. Intelligent technology, offering alternatives to the crude demand for more hardware power. will make the weiting period more bearable.

SMART CARDS ON THE INTERNET by Rod Newing

High potential, big delays

Smart cards could offer security in online payments, but by the time they are ready for use, they may not be needed

In the anonymous world of important challenge isn't offer a means of authenticating that you are who you claim to be. A smart card is like a payment card, but contains an embedded tamperproof computer processor. This allows it to carry out

complex encryption calculations and to hold data such as digital certificates securely. These can only be obtained from a trusted third party organisation to whom the holder is known. A smart card brings authentication and portability to electronic mail, elec-

tronic commerce, electronic an example of the sort of cash, banking, subscriptionbased information services, dealings with governments. electronic tickets and reservations, stock purchasing and other activities. "As well as lacking authentication, internet security is weak because

encryption keys are stored

on a PC and controlled by

insecure browsers," says

Nick Habgood, chief execu-

tive of Maosco, an industrywide consortium that controls the Multos multi-application operating system. "There is also no proof of the transaction in the event of a dispute, A smart card provides a tiny secure area to store encryption keys that

the internet, smart cards cryptography, but secure key management. The smart card itself is resources", currently protected by a personal identification number

(PIN), but in future it may be protected by a biometric measure, such as (ingerprint identification. The smart card can be inserted into the PC, using a terminal attached to the back or to the keyboard. The latter is a more secure solution, as the keyboard can be isolated from the computer while the

GemSafe from Gemplus is product available. For \$99, a user can purchase a multos smart card with a downloadable Verisign digital certificate and a terminal. This provides authentication for web site access and electronic commerce in conjunction with secure sockets layer (SSL), the internet encryption standard. It will also provide secure elec-tronic mail if both parties support the product.

Corporate versions are aimed at business-to-business transactions and can be combined with network tant with the introduction of

and the second of the second o

company has recently announced Smart Card for Windows, an operating system for smart cards, with the vision "to place a smart card in every pocket that enables the cardholder to have secure access to online

Mondex International, the MasterCard subsidiary, has just launched a Multos multi-functional smart card that carries ActivCard, a product similar to GemSafe. This allows banks to issue smart cards that provide debit and credit payments combined

The internet won't wait for smart card solutions'

with Mondex electronic cash and secure authentication for personal banking and other transactions.

"It completes in a single card the set of services required to do business online over all networks." says Lloyd Daniels, senior manager for new products at Mondex.

Smart payment cards are already in issue in Belgium. France, Germany and The access controls, which will Netherlands, and the UK has become increasingly impor- just started issuing them. Netherlands, and the UK has "Once they are in wide-Windows 2000, the next ver- spread use, overyone will can be physically removed sion of Microsoft's major carry proof that a card is month trial for 100 employinternet. it won't want

The Smart Card,

the card has the potential to transform internet trading electronic cash. This can be by making it possible to trading from the home, physically in the staff canoffice, hotel room, kiosk in a shopping mall or from mobile telephones. However, smart payment cards are not in widespread issue, particularly not in the United States, where internet usage

Smart cards are being harnessed to provide electronic cash in the physical world and offer the potential to make "micropayments" over the internet. More importantly, the internet offers an obvious channel for downloading cash from a bank account to the card to be

spent physically. "Smart cards are a technology with a lot of promise on the internet, but there are a lot of obstacles to deployment," says Gary Eichorn, chief executive officer of Open Market, the electronic commerce software provider. "One of these is at Hypercom, the data equipthe ability to have access to cheap and easy readers on the desktop for the consumer, as well as the infrastructure required on the

Wells Fargo, the world's largest internet bank, has recently conducted a seven from the PC. The most operating system. The US genuine and of the correct ees to use a smart card over them!"

identity of the buyer," says the internet, it authenticates Carolan Mearns, author of them to transfer money between their checking, "This ability to provide savings and money market digital signatures through accounts and to transfer funds to the card as Mondex spent on the internet with carry out secure internet three merchants or used

> teen and nearby shops. "The objective was to test the technology," says Clark Weber, electronic commerce product manager at Gemplus who was involved with the trial. "There are network issues to address, as transferring cash to the card takes 25-30 seconds. People's toleration level to delay is

> about 15 seconds maximum. The widespread use of electronic commerce, internet banking, online share trading without smart cards is ominous. It will be esperially difficult to suggest to people that their current transactions need more security without frightening them off-line completely.

"The internet won't wait for smart cards and will solve its own problems," says George Wallner, chair-man and chief technologist ment manufacturer. "We sell a lot of electronic commerce software and authentication is not our customers' concern, but making a sale. Everybody understands that payment security is a weakness, but by the time smart

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Insurance web sites mushroom in the US

For the insurance industry, a big advantage of selling via the internet is that the client does the work and pays the connection costs, writes **Geoffrey Nairn**

insurance has long been the challenge by creating a lowsleeping giant of the financial services industry and innovators must contend with the weight of tradition and the complexity of insurance regulations.

EDNIA TO THE

But the sector's conservatism is starting to crumble as more insurers discover the advantages of direct selling via the internet. The US has led the way in selling insurance online

US insurers have the advantage of high internet penetration and a large homogeneous market that allows products to be marketed nationwide.

In Europe, by contrast, insurers must contend with lower internet usage and a cyberspace. It asked Anderpatchwork of national rules and customs

A single European market for insurers has supposedly existed since 1994, when a unified system for their authorisation and financial supervision came into effect. ialloyd, is linked directly to But the European Commission admits that significant the call centre operators. obstacles remain to the mar- The complete system, based keting of insurance across on Microsoft technology, borders.

had most effect is in national 1998. In its first month, it markets which previously made 14,000 quotations. had strict controls over insurance policies and tar- our wildest dreams," says iffs. One such market is Giorgo Di Paolo, head of the Italy, where car owners once had little reason to shop around for obligatory third- Only 170 policies were sold party cover as all insurers in the first month, but this charged the same tariffs, has risen to 1,700 in early

fixed by the government. deregulated and Italy's its policies are now sold over insurance companies were free to set their own prices. RAS, a leading Italian higher as internet customers insurer owned by Germany's tend to buy higher-premium Allianz, responded to this products than those who call

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cost direct sales operation, Lloyd 1885, to sell motor insurance policies over the telephone.

In the direct insurance market, providers compete almost exclusively on price and so Lloyd 1885 offers a limited range of low-cost policies suited to quick selling over the phone. All calls are handled by a call centre in Milan with an information technology infrastructure developed by Andersen Con-

The unit has sold around 30,000 policies over the phone. In 1997, RAS decided to extend the Lloyd 1885 direct sales operation to sen to build a site that could deliver quotations in realtime and allow customers to complete their application online, including processing credit card payments.

This new site, called Gen the quotation engine used by cost around L2bn (\$1.1m) Where liberalisation has and went live in September

"The response was beyond Milan-based insurance unit of Andersen Consulting. In 1995, this market was since company, 10 per cent of

OUTSOURCING by Andrew Bolger

An emphasis on strategic relationships

Insurance companies of all sizes are having to rethink their approach to information technology

mation.

150 Andersen Consulting

staff. Chris Kinder, an

Andersen Consulting partner, serves as chief execu-

John Elbourne, chief exec-

utive of the Prudential's retail financial services,

says: "This unique arrange-

ment places a sharper focus

on IT within Prodential and

allows us to tap effectively Andersen Consulting's

knowledge, skills and ideas

as we develop our future IT

EDS, the big US computer

services company, is target-

ting middle-ranking life

assurance companies, partly

because high regulatory burdens increase their adminis-

Paul Bingham, managing

director of EDS's UK finan-

cial services division, says:

Big players such as Pru and

Axa enjoy huge economies of scale. But mid-size organisa-

tions find it difficult to move

away from legacy systems

without significant investment - which is being

The traditional world of approach adopted by Anderinsurance is being trans-formed by deregulation and new entrants using technology such as direct telephone

selling and the internst. in Europe, a wave of transborder mergers has created a "premier league" of compa-nies that operate on the giobal stage - such as Axa of France, Allianz of Germany and Aegon, the Netherlands-

The emergence of these giants is polarising the market, threatening mid-sized players who cannot enjoy the same economies of scale and forcing smaller companies to search for profitable

In spite of the industry's staid image, European insurers will spend about \$19hn on information technology in 2001 as the final effects of preparations for the year 2000 date changeover and European monetary union are felt, according to Datamonitor, the research organ-

isation and consultancy. Although insurers' overall II expenditure is expected to fall from that peak, spending on outsourcing is forecast to grow at a compound annual rate of 16 per cent between

1996 and 2003. However, there are big differences between countries reflecting the widely varying pace of deregulation, as well as cultural differences.

Datamonitor says: "UK and Dutch insurers have tended to be more willing to use external suppliers for their technology requirements, while insurers in the southern European countries and Germany have preferred to develop and maintain their IT systems in-house, being reluctant to trust mission-critical processes to

sen Consolting stresses that third parties." outsourcing can cover a wide spectrum of activity.

investment returns." EDS estimates that it costs sourcing' - It is a strategic most life companies between relationship with our part. £15 to £45 a year to service

.An example is the hybrid Turn to mad page

by phone. comparative quote "The infinite patience of ferent companies." the web server is better suited to selling complex products than the call centre operators," says Mr Di Paolo. To entice Italians to spend up to 20 minutes filling in bureaucracy makes no concession for net surfers -Lloyd 1885 offers discounts of up to 15 per cent over the

rates it offers by phone. The great advantage of selling via the internet is that it is the client who does the work and pays the connection costs," says Mr Di Paolo. It it sells the same policy over the phone, Lloyd 1885 must pay a call centre operator to answer the call and also pay for the freetomer calls.

Motor insurance is the classic "grudge" purchase and most customers renew their policies automatically because it is too much hassle to shop around, even though they suspect they could get a is thus considerable interest in using the internet to make it simple to obtain

Forrester Research, the US market research company, says nearly half of online the online forms - Italian are willing to buy policies this way. InsWeb, a Califorman company, was a pioneer in providing comparative quotes online and its web site today offers products from 28 insurers, covering the term life, home, health

> The number of customers using InsWeb grew from 660,000 in 1997 to 3m in 1998. according to Darrell Tice hurst, the company's presi-"Our research shows that

consumers are starting to feel comfortable buying insurance over the interne and while price is certainly a major element, the most important factor is the inter-

net's convenience," he says. InsWeb acts as an electronic marketplace, aggregating real-time quotes from them on a single screen to allow comparative shopping.



imposing a transaction charge on the company when a customer buys its policy through insWeb, rather than charging commission on the value of the policy - which is the approach of a traditional

sites offering comparative the US in the past year or so, and many claim to offer a much greater number of quotes than InsWeb can provide. Mr Ticehurst contends that such sites are not so

indicative, meaning they are hased on a general classification of risks rather than actual data.

"We guarantee that the prices you get quoted are useful because too many accurate and that you will

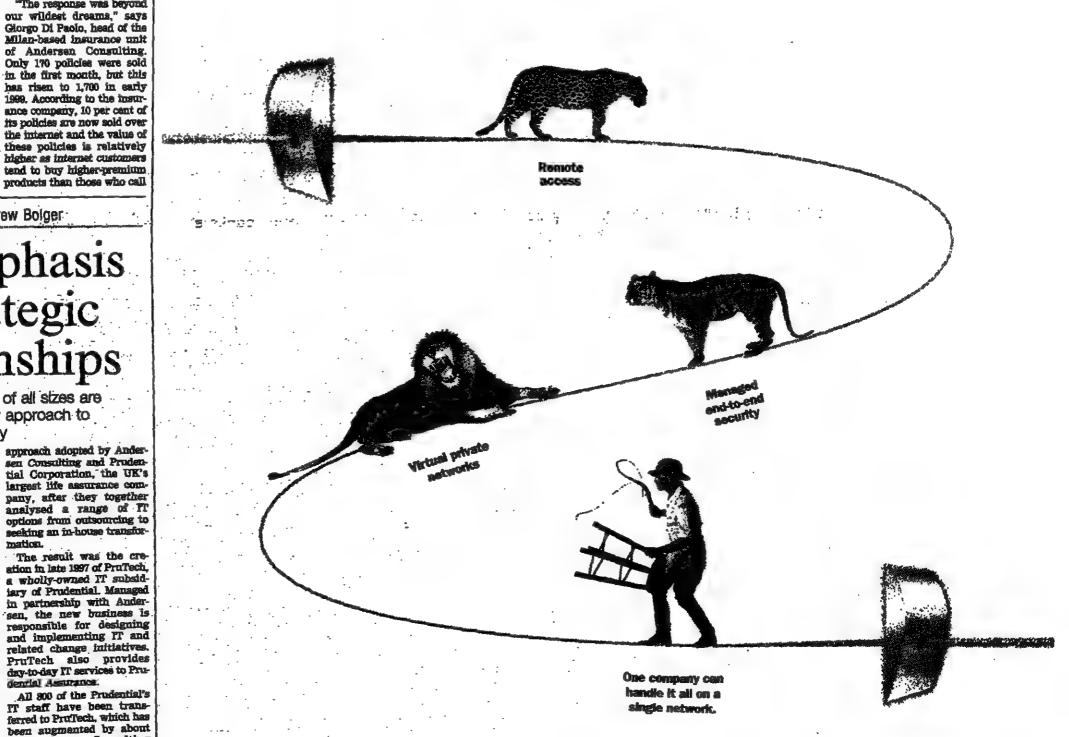


Financial services

Here and on the following two pages, FT writers highlight the potential of online insurance

be covered if you fill in the form correctly," be says. Misys, the UK financial software house, also sees promising opportunities in online insurance. It started its Screentrade comparative quotes web site in 1998 and now offers products from seven UK insurers for motor

and travel insurance. The service is based on the same quotation software that Misys sells to traditional insurance brokers. According to Sarah Moores, Screentrade's marketing manager, the service is growing by 70 per cent a month, although she does not disclose user numbers or the value of business gen





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PRUDENTIAL INSURANCE COMPANY OF AMERICA

How a 12,000-strong sales force builds better links with clients

Mobile systems have enabled insurance agents to more than double the number of life policies sold, with commissions showing a sharp increase

In the age of the internet and the inexonable rise of electronic commerce, one bia US insurance group is relying sales methods - agents in the

But the Prudential Insurance Company of America has given its nationwide sales network a new digital twist. Faced with the prospect of a growing online market in financial services, as in decided not to cut down on Its 12,000-strong sales force but to equip it with the latest mobile computer systems.

At a cost of some \$100m part of the group's overall of \$1bn a year – it has provided its agents with IBM ThinkPad notebook computers and access to a variety of financial solutions over a network. "We've got to make the sales force more productive and effective, " says Barbara Koster. Prudential's chief information

"Technology is the only way to do that. Otherwise, you price yourself out of the market. Technology is critical to our future."

expressed by some of the

less IT-minded sales agents, she says the new programme - called Prudential LaunchPad has been accepted positively. "Agents want to

know how to use technology

to make better sales

presentations," says Me

To ensure that the agents know how to get the best out of their new technological sids, Boston-based Prudential - the largest US life insurer, which has no connection with the quoted UK life company of the same name - has put them through an intensive training programme. "Training was fundamental to the success of the programme." says Ms Koster. Agents can also call on a 24-hour, seven days a week hottine -

How does the technology help sell more insurance? Through their portable computers and access to the Prudential's IT system, insurance agents can become more productive through having speedier access to customer and policy data and thus being able to write odicies more quickly.

involving both IBM and

Prudential - If they run into

As well as calling up data. analytical material, marketing information, agents can also complete policy applications through dial-up connections over the IBM Global Network and access e-mail through Lotus Notes

Prudential began with a six-month pilot programme, nvolving nearly 500 agents and managers. Together with other streamlined new business processes, the LaunchPad technology enabled agents to more than double the number of life policies sold, with commissions rising by 153 per

Time-savings

The agents said they could offer customers access to information more quickly and easily. Thus customers could make better informed decisions about their insurance needs. The time taken to process new applications shrank from weeks to days.

Ms Koster says the equipping of agents with the atest technology is almed at helping them provide better and faster service to customers without losing face-to-face contacts. "What we've done helps to

build relationships with clients. They feel the agents have the Information at their fingertips." While many clients are now internet-savvy enough to do much of their own financial

research online, Prudential believes agents in the field remain crucial to the custom relationship. In fact, it is adding a further 2,500 sales representatives this year,

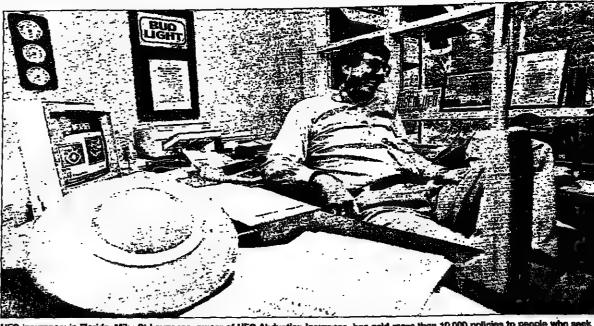
But clients can also acce more information online and make some transactions directly over the Internet. Since Prudential has found that the proportion of its retired clients using the internet is now 38 per cent, it is keen that its agents should keep up.

in IBM's view, Prudential's example can be emulated by other companies in a variety of sectors, "There's not a company with a sales force that is not looking at how to improve its effectiveness,' says Virginia Rometty, gene manager of IBM global Insurance solutions.

"Many companies do not believe in just the internet or agents, but in a more effective combination of both." Some customers want to

deal only face-to-face. elthough a new generation is growing up which is wholly iamiliar with the internet. However, the development of new IT devices - such as pairntops and mobile phones - and of voice recognition will 900n enable people to interact with technology in a more natural way - "we don't just think of technology as involving a keyboard".

Andrew Fisher



UFO insurance: in Florida, Mike St Lawrence, owner of UFO Abduction Insurance, has sold more than 10,000 policies to people insurance against abduction by aliens in unidentified flying objects



CASE STUDY

Group makes a big move to network computers

£330m (\$534m). Before then,

GA had relied mainly on old

software, which it had written

packages. It had decided the

these systems could not be

maintained cost-effectively

and that it should move to

package called Huon, which

18M marketed and supported

worldwide, and decided to

operation in Perth, Scotland.

to IBM, The US computer

group was keen to make a success of the deal and turn

excellence for the whole

the Perth site into a centre of

insurance sector, becoming

reference site from which it

could expand its customer

Outsourcing solved the

swkward problem of what

would happen to GA systems

move to packaged software, i

redundant, they would have

had a poor chance of finding

Itemative employment near

Perth. Together with the lease

therefore, took over 276 GA

staff and 50 contractors, who

joined its team in Perth. IBM

became effectively a tenant in

GA retained ownership of its

communications and desktop

of the mainframes, iBM,

its client's premises

servers, terminals,

IBM RS/6000 mid-range

servers, as well as other

machines, It also kept

Information technology

small in-house team for

new systems

responsibility for forming

strategy and maintained a

managing the relationship with

The prime objective of the

new arrangement was for IBM

to take control of software.

applications and enable the

company to migrate from its

OUTSOURCED SERVICES

they had been made

requirements, and heavily

customised applications

itself to suit its own

packaged softwere. it chose an Australian

outsource its entire

information technology

Slimmed-down personal computers will be used at CGU branches throughout the UK

When Commercial Union merged with General Accident last year to form CGU. It acquired one of the most ambitious outsourcing operations in the UK risurance sector. Now, it looks set to extend its outsourcing arrangement across the whole company

GA handed over its computers to IBM in 1996 in s old bespoke systems to the new Huon package. It is a rationalisation, according to Max Currie, the ohlef IT

The result should be rystema which require a minimum of customisation and are cheaper to maintain delivering a range of functions closer to the company's requirements. Once the new systems are bedded down. the future would seem to require insurance products to be fitted to computer systems rather then the other way

Advantage

Another outcome should be that new insurance products can be designed and brought to the market more guickly and easily then with the old bespoke systems. This could cut months of work to weeks according to Mr Currie. IBM has begun installing its network computers cut-down personal computers their information from a central server - in one of the largest moves to NCs so far

carried out in Europe. NCs are to be used in the branches around the UK for personel and commercial insurance, replacing dumb mainframe terminals and more expensive personal computers. The NCs will provide access to the Huon applications running at Perth. IBM said that it opted for NCs because they would be much cheaper and easier to

CGU's linked brokers will have the same technology installed later. Overall, the outsourcing arrangement is reckoned to have been a LUCCESS SO far. IBM has put some of its

IBM and developing ideas for best insurance systems experts into Perth in a bid to make it a showcase for its skills in that sector. GA believes that although it may not have saved money

convey a definite market advantage and less on merely maintaining the status quo. However, it is still very early in is likely to be turbulence

The merger of GA and CU was intended by the management to save around £225m over the first two years, much of it by unifying computer systems. Analysts were sceptical as to whether such savings could be achieved so quickly, but the plan gave rise to a question about the future of CU's

computing strategy. GA's Perth centre was designated as the head office for the combined general insurance business. CU's n-house development strategy seems to be

completely out of favour now According to business service director Bill Brant, the whole of the company's general insurance business will be based on Huon. CGU's direct insurance business has already gone over to Huon and by the end of this year most of its personal lines will

Around 50 integrated branch offices will also move to Huon this year. By the end of next year, most of the commercial lines will also be

on Huon. The former CU mainframe site at Whyteleafe in Croydon, near London, is to be closed processing power will be the Whyteleafe centre may continue life as a support and svatems development site.

savs Mr Brant. IBM could soon have a much larger outsourcing contract in terms of its data centre operations and the deaktops which it supports, it will certainly have far more NCs to install and operate. But Mr Brant says that some of the contact with users and the helpdesk function are likely to be brought back

in-house. This re-organisation is very likely to cause some tension between IBM and its client. As Richard Griffiths, a consultant points out, "the difficulty of long-term contracts like this one is that there is bound to be a change in direction of both the partners during its term which is going to be difficult to manage"

George Black

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Insurers seek cost cuts

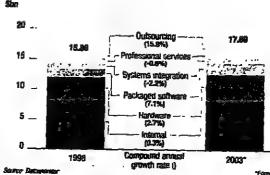
From previous page

each existing customer and from £60 to £70 to acquire a new customer. It guarantees to reduce those costs to about £9 and £40 respec-

Mr Bingham believes that outsourcing is very much operations rather than being a technology issue, "It can take some insurers 24 months and £1m to develop a new product. We are looking to provide customers with a system that will allow them to develop a new product in 24 weeks." EDS also believes it can help mid-market play-ers develop "white label" insurance products that can be sold through retailers and affinity groups, a market currently dominated by the big players such as CGU, the UK's biggest composite insurer, and Aegon.

The rapid pace of technolocacal and market change in insurance has led some to speculate about the scope for "virtual" insurers - compames that might only have a brand image and core underwriting and actuarial capacity, outsourcing much of what has traditionally been the industry's business such

European insurance IT expenditure



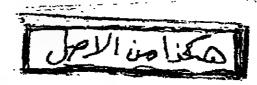
Mike Smart, UK sales and marketing director of PMSC. which provides IT services to the insurance industry, says: "The virtual company is of interest not only to new entrants but also to existing players looking to alter their cost structure, trial new products and experiment with new distribution tech-

"Establishing a virtual company, which transacts business entirely across the internet. has generated immense interest in the US and it is following here in Europe." PMSC points out that in this type of environare all variables, allowing emotive issues."

rapid entry through utilising structures and rapid exit if market conditions warrant a withdrawal.

Mr Smart says: "While not every organisation will embrace the concept of becoming a virtual entity nor should they - this more lateral approach does prochanging the structure and costs base of a business

"Too often, decisions relating to the outsourcing of hardware components, maintenance of technical infrastructure, utilising packages as clerical work, claims and ment, administrative costs company are clouded by





CASE STUDY WORLD INSURANCE NETWORK

insurers enter the world of electronic commerce

By developing more efficient communications around the world, the industry can create increased value for customers

industry is in the middle of a unique and tortuous process of convergence that is a direct result of the imperatives of electronic commerce. In Europe, two

organisations, Limnet (London Insurance Market Network) (Reinsurance and Insurance Vetwork), have dominated the electronic exchange of

But late in 1995, a new body was formed by four of the world's largest insurance brokers, Aon Group, J & H Marsh McLennan, Sedgwick and Willis Corroon. Their

vision was that the World Insurance Network (WIN) should provide the preferred electronic marketolace for the This was an implicit critique

of the efforts of Limnet and Rinet to grapple with the rise of electronic commerce. However, in a further development, the three last year announced the creation of a steering committee to consider the formation of a new merged organisation. This is now due to start operating in June. "We are bringing together participants from both sides of the Atlantic and

Europe, It is pioneering work

with many people and interests sitting around the table," explains John Hosie, WIN's Sales & Marketing Director. The deliberations are thus expected to represent a insurance as it comes to terms with the new realities of

giobal electronic commerce.

WIN was designed to promote the industry-wide adoption of electronic commerce. Its strategy was focused on a number of directives, including the replacement of paper with lectronic documents and information, the reduction of service benefits, and the harnessing of the latest technology, especially that sociated with the internet.

These tasks are complex enough on their own. For example, the open internet cannot be trusted to preserve the integrity of the large electronic documents of the type that commercial insurers typically exchange, let alone the details of trades that are worth billions of dollars.

But developing appropriate security to match the characteristics of the industry is important, too. "The right granularity of information depositories is one aspect,* says Graham Mansfield, global solutions manager with BM, a Limnet partner with an interest in the WIN project.

"If, for example, a broker publishes risk information for underwriters, he does not necessarily want them all to see exactly the same details. Similarly, an underwriter wants to have a private relationship However, WIN's goals did

not stop there. WIN saw the industry being left behind in the world of electronic communication. "In the banking industry, electronic networks such as SWIFT are



the need for global

mation. "Lots of

brokers do it technologically

the norm," WIN's web site explains. "Only 1 per cent of global insurance transactions are executed over electronic networks."

in other words, WiN is challenging an entrenched culture to change. The old-boy network is to be usurped by an electronic network that enhances collaboration between trading partners. On one level, this is ebout encouraging participants to move beyond deals done over a shared

as well, moving torward is pottle of claret at lunch. But more significantly, it is aimed at revitalising the hindered."

Ultimately, WIN was driven by the strong conviction that industry through process lectronic commerce is its own best argument, since the organisations are saying efficiencies that it delivers for things to the industry about global inter-company communication actually free standards," continues Mr the industry to genuinely add Hosie. "We speak from the value for the future. "We have brokers' perspective, since achieved much but are still they are the start of the food really only scraping the chain. Parts of the insurance ndustry are electronically advanced already, but unless

tangible manifestation of its vision. This is a messaging service similar to an intranet for facilitating the transactions of information between

brokers and insurers. This global connectivity includes a directory that dramatically opens up the number of contacts a participant can draw on. It also includes extra features such as news and information services.

As WIN has been put through its paces, both Limnet and Rinet nove also been active. Limnet has launched a new internet-based trading system to replace the market's existing EDI-based system that was judged to be out of date and under-used.

Rinet has introduced RINtrade to make insurance placing faster, easier and more cost-effective.

"We're also looking at security issues," says Margaret Haffenden of Rinet, "How do you make sure that the person offering business electronically is actually who they say they are?" Legal issues are also being studied "what does national and European law have to say about electronic commerce?"

Mark Vernon



CASE STUDY **EAGLE STAR DIRECT**

Taking up a strategic position to meet clients' future needs

Even though business generated by the web site does not yet justify the investment, valuable lessons are being learnt

Eagle Star Direct did not want to create a web site that only provided information. So it decided to use the internet to self its products efficiently and in a way the consumer found easy to understand and use, it started with motor insurance in August 1997, with trevel following in April 1998 and

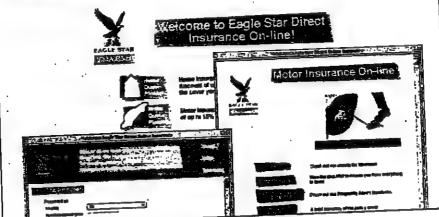
home insurance in July 1998. its philosophy is that the site should be as interactive and user-triendly as possible; a visitor looking for a quota must be able to continue to

purchase the policy. It uses JavaScript to produce a dynamic interface that presents relevant options and changes in response to the

"I see the internet as a very Important development for us and I am delighted with the way that Eagle Star Direct entered the market and the time that it chose," says lan Owen, managing director of personal direct at Zurich Financial Services, formed from the UK company's

merger with Zurich insurance. The combined company has direct business with 1m

Sales volumes are currently 80 per cent motor, with trevel accounting for 25 per cent and home insurance for 15 per cent, although this may reflect a sessonal influence. The site has so far generated 200,000 quotation requests and over 21m in gross written premiums. "This is less than 1 per cent of our total, which is in line with what we



Interactive and friendly: Eagle Star Direct's site has generated 200,000 requests for insurence

expected," says Mr Owen. "Current sales figures alone do not justify investment in the eite, but it represents a strategic investment to position us for the future and the cost has not been huge. For instance, it is a fraction of the amount of money that a

typical insurance company would spend each year on systems maintenance on its mainframe administration

Conversion rates through the site are much lower than by telephone, which is not a concern as the cost of

providing the internet service is low. Another distortion in the rate occurs because the ability to save quotations allows people to consider more variations before making

final choice. Part of the investment is leaming what internet

customers want. But Mr Owen sees the main benefit as positioning, not just for the internet, but also for other emerging new channels such as interactive television. He believes that customers should be able to deal with a direct provider through whatever communications mechanism they choose, whether post, telephone,

or kioska. "They are not distinct distribution channels but access methods for the consumer to enter and deal with the organisation," he says. "Our customers must be able to mix and match the mechanism as appropriate and we must offer a seamless service across these different access points."

For example, somebody could purchase a motor policy over the internet, telephone for a pensions policy, look at its value on the internet and post their standard change of address card, if necessary. Early indications are that the site is attracting good quality

are higher than through the telephone, claims results look promising and people are enewing. "I am delighted with the way users have responded, says Mr Owen. The sort of customer we are getting on the internet is the sort of customer we are very

pleased to have." The site will be further expanded to sell Eagle Star Direct's simpler life and pensions products; Zurich Municipal's products will be added later. Facilities will also be added to allow policy-holders to adjust their

cover through the site. The internet will become increasingly important and we need to be at the right point on the strategic development curve arren si ar panda rapidly to reach critical mass," concludes Mr Cwen. "Interactive television in the home will be the next new access mechanism. It will have a slow start, but eventually it ide, will become

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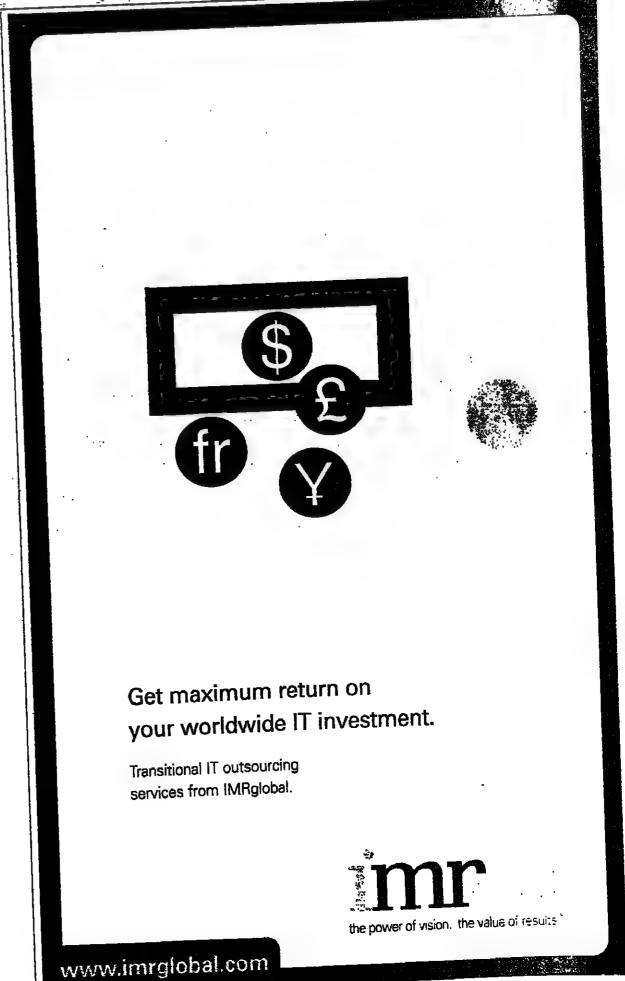
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Software

at Work

Java applications

trol over Java.

Here and on Page 14, FT writers highlight

As part of its response to

Java, Microsoft has just

announced plans to unveil

"write once-run anywhere"

tools for software develop-

ers. Bill Gates, the chair-

man, said he was excited at

what its new Developer

Java opens up exciting new horizons in IT

Microsoft and Hew-

lett-Packard have been the

chief critics of this process.

And lately, stalwart Java

Oracle have also been voic-

Sun's control over the stan-

dards process. This is

because Java has become an

important technology and

Sun is increasingly becom-ing a competitor to its Java

supporters, who are uncom-

fortable with a competitor

being allowed to control a

Sun claims this ensures

that the Java standards pro-

cess is fair and open to input

cate its critics. Sun has

made some changes to its

Java license agreement by

adopting more of an open

developers can make

changes to the core of a soft-

Linux operating system.

strategic technology.

Nearly a million programmers use Sun's new software language which offers big benefits for corporate IT users. But Java's progress is not without fierce controversy, writes Tom Foremski

The versatile Java port, industry analyst at programming language has Zona Research, the US marmade significant progress ket research company. over the past few years, becoming an important technology that helps solve many as one million promany IT problems and make new types of applications

Developed by Sun Microsystems of the US, Java offers software developers a more efficient computer programming language than dards process which is being they have generally been managed by Sun. Several used to, while its cross-platform capabilities allow developers to create just one version of their software and run it on a range of different computers and operating

"Java, as a programming language, offers many inherent features that are very useful to programmers. It has become a mainstream technology and is being allowed to serve as the subwidely used by corporations especially on server to the international stan-systems," says Ron Rappa-dards organisation.

Zona estimates that there grammers using Java to develop applications. But while Sun can claim that Java is a success, there are some awkward issues affect-

The key issue is the stanleading computer companies are unhappy with allowing Sun so much control over a

key computer technology. Usually, the standards process is handled by an independent standards body, a slow process that can take years before a technology becomes an official international standard. To speed things up, Sun has been mitter of Java specifications

and Microsoft, these changes lett-Packard, for example, has launched a separate effort to develop Java technologies for embedded systems, an effort that rivals Sun's work in this area. Another controversial

issue is Sun's attempts to make sure that there are no versions of Java that would ing their displeasure with jeopardise its cross-platform capabilities. Companies licensing Java must agree to versions that are designed to run on a specific computer platform. But some compa nies have been customising forms because of the slow performance of cross-plat-

Sun has sued Microsoft over this issue, alleging that Microsoft's version of Java is optimised for its Windows platform and will not run on other platforms, thus breaking the terms of the Java source code model in which The two companies are

battling the issue in court, ware product, as with the and Sun has so far won a preliminary injunction But for Hewlett-Packard against Microsoft under an effect on Java because

Scott McNealy, chief executive of Sun Microsystems, holds a bottle of Coca-Cole as an example as he

change numerous software packages to ensure the Java they contain is cross-platform compatible

The battle between Sun and Microsoft is a religious war," notes Mr Rappaport. "I think most Java developers don't pay much attention to it. But the dispute does have

must Sun and Microsoft have

great influence." The more important issue, says Mr Rappaport, is the has identified as the key obstacle to greater adoption

of Java by developers. Although Microsoft claims its changes to Java have benefited developers because it makes Java applications

admitted that it feels threatened by Java's cross-platform capabilities.

the Microsoft Windows operating system to run, since it will run on a wide variety of platforms. This cross-platform feature of Java is a key reason why some leading IT Oracle and IBM have been strong supporters of the technology and have added Java capabilities to their key

The goal would be to chailenge Java directly with a technology focused on Microsoft's proprietary Windows and other software technolo-

Microsoft denied the reports of a secret Java com-Windows software developers to use new types of software technologies to develop applications, But Microsoft bypassing Sun's close con- davices.

Group - which is working on the new products - was Earlier this year, Microsoft asked US district judge Ronald Whyte, presiding in the legal dispute between Micro-

application does not need

soft and Sun Microsystems, to clarify his preliminary

injunction on Microsoft's This is because a Java Java products. Microsoft asked if the ruling applied to "clean room" versions of Java. This is a term for a product that offers the same features as another product, but has been developed without any direct exposure to the target product. Judge Whyte said that the injunction only applied to Sun's Java. This ruling could give Microsoft the green light to develop its

There were reports earlier this year that Microsoft was secretly working on a Java

While Sun battles to stop Java fragmenting into incompatible versions, it petitor and said Cool had a Java-based Jini technology different focus, allowing offers a way to easily network a wide variety of digital devices. And Sun has developed versions of Java for smart cards and is targetis still exploring ways of ing mobile communications

further legal problems.

own version of Java that is free of Sun's licensing

restrictions. But there is no indication as yet that Micro-

soft will attempt this route. which could be fraught with

JINI TECHNOLOGY by Tom Foremski

Online links made simpler

New software will smooth the task of connecting computers and other electronic devices to networks

Sun Microsystems recently ness all the spare computing unveiled its Java-based Jini technology, which will allow large numbers of digital electronic devices, not just personal computers, to be easily connected to networks and thus share their resources with other users.

By making use of the cross-platform capabilities of Java, Sun hopes that Jini will become the universal "glue" that will allow various types of electronic devices to connect easily with each other and to other network resources. The concept may sound simple but is very complicated with currently available technologies. Connecting anything to a network involves a network administrator to assign a unique identifying number and set various access privileges, as well as to make sure that the network software can support that

Jini has a different approach. It consists of a petition from Microsoft with small amount of software. about 50 kilobytes in size, embedded in the electronic device, which might be a digital camera, a smart phone, or even a hard drive. That software immediately sets up the links to the network and identifies itself and its resources transparently. requiring no intervention by

a network administrator.
"Sun's vision of computing is a promising one, because it will allow a great variety of clients to participate on networks without the prior installation of special protocol stacks and local area network-specific software drivers on each client machine." says Jean Bozman, a senior analyst at International Data Corporation, the US market research group.

"Instead, the software drivers can be delivered via Java technology on a just-intime basis, as needed. Interoperability will be enhanced. and that inter-operability will be good for end-users

Potentially, if Jini were Lucent Technologies' included in all types of PC Inferno technology is yet and non-PC devices connected to the internet, it could unleash futuristic applications that could har- Turn to next page

and data storage resources of all systems connected to the Internet. Most PCs, for example, only use a fraction of their computer power most of the time

Jini would allow other computer users to make use of all that spare computer power to create a global parallel supercomputer that could be used to tackle some of the most complex computer processing problems of our time, applications like global climate modelling that could bring great bene-

While such a grand vision is still just a fantasy. Jini does have important applications that will make life simpler for corporate IT departments in administering large numbers of network users, and also in integrating new types of hand-held computers and other digital electronic devices.

Jini, however, faces comits Universal Plug and Play technology and from Lucent Technologies' Inferno technology. Microsoft's Universal Plug and Play is clearly aimed at Jini and it offers similar features and benefits.

posing that digital electronics devices contain a chip with about 40 kilobytes of software to handle the network connections. The company will distribute a developer's kit for Universal Plug and Play at a developer conference this month and it is working with key electronics firms such as Intel to help develop the chips to support its technology.

Microsoft also has a secret research project code named Millennium which is working on developing technologies that allow applications to use computer resources distributed across a network. But Millennium is more closely tied to Microsoft's operating systems while Universal Plug and Play does both in the office and at not require the use of Microsoft operating systems.

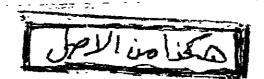
another potential conten for Jini and Universal Plug



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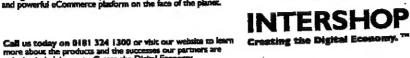
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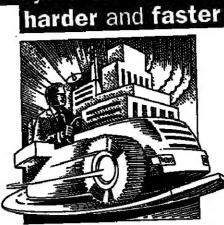
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Setting the networks free

The unhindered flow of digital data is the vision which motivates one of Silicon Valley's leading and most outspoken companies, writes Michael Dempsey

Microsystems, owns what he opening up the computer network describes as "the most expensive house in Berkeley". Coming from any other founding father of the information technology industry, this would be a boast about the wealth that Silicon Valley gener-

In the case of Mr Gage, it is an ironic comment on the fact that he sold off his founder member's stock in Sun "to buy the house before we had our first kid". The shares that worth millions of dollars today.

One of the 15 people who set Sun on the road to success back in 1982. Mr Gage reckons that today he is worth "what a successful automobile dealer is worth". There is a remarkable disparity with the huge personal wealth of Bill Gates, the founder of Sun's arch-enemy, Microsoft. Yet the wealth gap does not worry Mr Gage; in fact, he welcomes any chance to highlight the distance latween the two very different IT empires.

Mr Gage is on a crusade to promote Jini, the latest software trend to emerge from Sun and the fertile mind of his friend and contemporary, Bill Joy, Jini can be seen as son of the Java operating environment, taking the Java idea of easprograms that are claimed to be applications than washing

to any device that embodies a

This is what Sun calls "pervasive computing". It is a logical development of the long-term Sun philoso phy that "the computer is the network". Mr Gage enjoys an easy relationship with Mr Joy, who has retreated to a private lab in Aspen,

Colorado, where Jini was devised. "He is really the chief scientist. I'm the chief assistant. I work for bought the family house would be Bill Joy. He does it, explains it to me, and I go and explain it to other people. Bill is the god of abstract

Sharing knowledge

Sending information from one place to another without let or hindrance, particularly without relying on proprietary software from a single dominant supplier, is the big idea that dominates Mr Gage's IT career. He handles a digital camera as he explains Jini.

We see a world that is evolving billions of intelligent devices; Jini software allows every intelligent device to offer what it does to

every other device." In practical terms, mobile phones and palmtop computers are more immediate candidates for Jini

John Gage, chief scientist at Sun able to run with any system and machines and microwaves. But puter code, Jini could open the way for programs to jump from one device to another across a vast net-

> Mr Gage cheerfully compares Jini to another very American idea, the singles bar. "Jini is the rendezvous point - it sends a message from a printer to say 'if you want me I'm available'." Behind the technical innovations that drive Sun is a very clear notion that IT should move forward through shared knowledge.

Although it is an industry leader today. Sun emerged out of an intellectual movement in the west coast academic community. Along with Bill Joy and Scott McNealy. Sun's chief executive. Mr Gage regarded existing networks as too inflexible and dominated by commercial con-

The Sun name derives from Stanford University Network and the corporate ethos was signalled from the very start by Mr Joy releasing "the complete source code for everything we did". Mr Gage porapproach to an industry that has istorically been reluctant to share data with potential competitors.

"If you give access, you get creativity. If you exhibit possessive ous, but mention of Micros ness, you get death." The depth of always provokes condemnation.



John Gage, IT guru: "We aim to open

feeling that lies behind the continued warfare between Sun and Microsoft goes back to the roots of these companies. Bill Gates may be younger than the Sun founders, but he attended the same open IT seminars in California

TCP/IP, the complex but critical Internet protocol language underpinning the web, was spotted for its true potential by Sun, according to Mr Gage, Mr Joy, whom he refers to as "Mr Software", crossed swords with a young Bill Gates on the subject of the internet back in the early 1980s.

"Bill Joy explained this to Bill trays this as an example of Sun's Gates ten times," he beams, emphasising the dramatic weight of the number 10, "and he still didn't understand it." Mr Gage is relaxed and intellectually generous, but mention of Microsoft

"Microsoft started with a couple of people who didn't know much about computers writing very ugly code." There is such a philosophi cal divide between Sun and Microsoft that it is tempting to charac terise Mr Gage's attitude as academic and charitable. Except that Sun's huge commercial suc cess undermines this label.

"Our idea is to open up ideas and distribute them, so people whose names we don't know can come up with their innovations. That may sound charitable, but what's odd about that? If there's an area where you excel, you will always

Making its reputation as a provider of powerful hardware, Sun never lost sight of the fact that networking generated the demand for its computer workstations and servers. And unusually for a west coast IT guru, Mr Gage places his success in the context of developments that came out of Europe.

British code-breaking activities in World War Two led directly to work on computers at Manchester University in the 1960s. "The idea of Jini was thought about in Manchester nearly half a century ago." Mr Gage pays tribute to Alan Turing, the computer pioneer. "Jini is a continuation of the Turing dream of allowing intelligence in any device."

Mr Gage, now 56, has watched an entire industry evolve from nothing. He clearly dislikes the way products are launched today "with three engineers and four lawyers". But his intellectual interest is still engaged. And he has no plans to retire and take a back seat. "It's all too fascinating to abandon, the conversation is too rich."



CASE STUDY GERMAN TAX SYSTEM

Streamlined approach to revenue collection

Germany's byzantine tax system continues to resist radical reform. But the IT systems that run its tax collection are at least being overhauled, thanks to a bold decision to standardise software development using the Java programming language. Tax collection in Germany is

decentralised among the 16 Länder (regional states) which have traditionally made their own choices on hardware and software. As well as mainframe systems from IBM and Siemens, the Länder were using a number of different systems and old-fashioned "dumb" terminals. To complicate matters further. the networks in use differed from state to state.

In 1994, the tax authorities decided that the systems needed modernising and harmonising because of the increasing problem in maintaining these "legacy" systems, some of which were running programs over 20

The variety of hardware in use made it politically contentious to standardise on a single supplier and given the size of the system - 120,000 users in 700 offices across Germany - the cost of doing so would have been

The tax authorities thus needed a solution that would let them easily develop software for a range of different computers, allowing the Lander to keep their existing hardware, if so

Holy Grail

The ability to write a program once and run it on different computers has long been the Holy Grall of software developers, but it has often been impractical to achieve. Object-oriented technology came to prominence in the early 1990s because its enthusiasts claimed it could deliver this highly desirable "piatform Independence". Object technology promises quicker software development and lower costs, but early object-oriented languages such as C++, proved difficult for programmers to use. IBM initially chose C++ for

its San Francisco project, which is an ambitious attempt to simplify the development of complex real-world applications using a set of common "business objects"

make larger, more

When Sun Microsystems leva programming language arrived on the scene in 1995. IBM was quick to drop C++ in favour of the new language for Its San Francisco project, because Java was much asier to use.

Simplicity

Sun originally developed Java to simplify the programming of set-top boxes. This simplicity and the fact that Java programs work on different types of computer quickly struck a chord with developers of more. conventional software.

Since the initial release of the first San Francisco application business components in 1997, over 800 tnemgoleveb erawflos organisations have licensed and used them to develop their own business-specific

When the German tex authorities invited bids for their IT systems modernisation, they were keep to use object-oriented technology because it seemed the best way to achieve the desired system openness and lexibility, according to Wolfram Rockstron, the manager responsible for coordinating the tax automation project at the

German finance ministry. At the time of the tender, however, Java was an exotic and untried technology, more typically used for animating web sites than building mainstream businees applications. Neverthele early 1997, the tax authorities took the plunge and awarded the modernisation contract called Fiscus fiederal integrated standardised computer-based tax system) to a consortium of vendors that would use Java within the

defined by IBM. "We were quite surprised at the decision, particularly as we then had no reference admits Julius Peter, an IBM manager who heads the San Francisco project in Europe. On the one hand, we obviously hoped they would award us the contract, but on the other we knew it would be a critical project for us and

San Francisco "framework"

Turn to next page

one on the borders of

Support from big companies

introduced InfernoSpaces, a platform-independent technology that, unlike Jini does or a Java virtual machine. Devices using InfernoSpaces can be easily connected to networks and share their resources with other network resources.

"Inferno's vision is to become the distributed operating system solution for the net-centric era," says Mike Skarzynski, who is president of inferno, the Lucent subsidiary.
"By offering InfernoSpaces

to as many software developers as possible, we hope to bring this successful Bell Labs innovation to the attention of device and equipment manufacturers."

InfernoSpaces is currently being used in Lucent's telecommunications systems. But the company says it can be used in a wide variety of applications such as elec-tronic toys, network equipment and high-end computer

While Jini is the most visible of the technologies that seek to solve the problem of easily connecting all types of digital electronics devices to a network, industry analysts say that there is more to be done in fleshing out these

"Sun has said a great deal about Jini but it is not yet clear how it will be implemented and what needs to be done in building Jini-enabled devices," says Greg Blatnik, vice president of Zone Research, the US market research company. The same is true for Microsoft Universal Plug and Play and

"It could take several years before these technoloand Play. Lucent recently gies become a reality," he adds. Jini has received widespread support from key not require support for Java sive list that includes America Online, Bosch-Siemens, Bull. Canon. Cisco. Computer Associates, Kodak, Metroworks, Motorola, Novell, Nokia, Oki Electric, Philips. Seagate, Sharp, Sony.

Toshiba and Xerox. Seagate, for example, a leading manufacturer of hard drives, sees Jini as key to developing what it calls intelligent storage devices. These next generation storage products are able to efficiently manage data, distribnte information, and automate tasks," says Valerie Negler, Seagate's vice president of new busi-

"Sun's Jini technology complements the evolving capabilities of disk and tape drives by providing a path for these intelligent storage devices to work and communicate with other appliances throughout the home, office and around the world."

But Microsoft's Universal Plug and Play efforts could potentially harm Jini adoption. "Microsoft has been actively marketing the concept of Universal Plug and Play to the same set of consumer electronics vendors currently studying the adoption of Jini," says IDC's Ms Bozman. "This Microsoft effort could slow Jini adoption if it creates enough dis-OEM hardware providers."

A battle over which technology will dominate is never good for the setting of adoption of Jini or any other similar solution.





Lucent Technologies

"As part of Lucent Technologies, I'm helping to take communications in Europe to new heights."

JAN NEUTEBOOM. Manager. Software Development

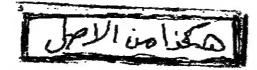
I love the feeling of freedom when I fly. It's like the freedom I have at Lucent Technologies to find a better communications solution.

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Who's responsible for this record of achievement? Consider that I have 15,000 colleagues working at Lucent across Europe - and more than 140.000 worldwide. Each of us is aiming to make the breakthrough that takes communications to a new level. That's why I know Lucent will change the way you communicate. Get ready for take off!

We make the things that make communications work."



IT systems have been refreshed, updated and rationalised as a The Millennium Bomb - 38 weeks away result of companies having to ensure that they can cope effectively with the millennium date change

"grudge buy". While spendgoing out of business.

tive effects of year 2000 projects in terms of the costs. the disruption, and the way in which it has diverted attention and resources from other IT projects.

But the evidence is that companies are reaping unexpected benefits from fixing the so-called Y2K problem. In many cases, this is used the year 2000 deadline as a prompt to replace legacy systems, But even for organisations which decided keep the systems and fix the and made us realise that code, it has provided the some assets were not as effiopportunity for a big house- cient as they should be," he

As they storted year 2000 Previously, IT depart-projects, many companies ments would work on one did not even know what system at a time, but the systems they had, let alone if they were compliant.

defuse the so-called millen- the significance of each sysnium "bomb" to make com- tem for the continuation and puter systems year 2000 com- profitability of the business, a list could be drawn up of pliant looked like a classic properly document bespoke systems, put in place disciing the money would not plines and routines to ensure improve the systems, not that once systems are bugspending it at all could mean free they remain so, and examine computerised links There have been plenty of with external business partcomplaints about the nega- ners, in effect, IT infrastructures have been refreshed, updated and rationalised.

Better shape

Norman Tooley, year 2000 programme director at United Utilities, the big UK electricity group, believes that the complete springclean prompted by year 2000 systems are now in much hetter shane.

There is no doubt that it has refreshed the asset base,

year 2000 project required they were compliant. them to deal with all keeping the business run- IT. Encouragingly, most They have been forced to systems simultaneously, ning, because of the Y3K respondents believe this

The investment needed to draw up inventories, assess Systems had to be ranked according to their importance to the business, so that which to fix first. This process enabled companies to identify duplications and retire systems they did not

> Fons Ruijpers of PA Consulting Group says that some clients have retired as many as 70 systems. "They have cut out duplication, or found a better way of doing something, or decided the function was not really necessary anyway."

The benefits have not been limited to the systems per se. The need to bring the date bug problem to the attention of the board has put the business focus on information technology. As Colleen Kaiser, IT research analyst at BancBoston Robertson Stephens, comments: "Everyone, including your grandmother, knows about the year 2000 problem. Every chief executive who has previously ignored the IT function, has had to understand something of the technology and its role in how dependent they were on

Jan 1 2000

implications."

Working relationships between IT departments and end users have also improved because the widespread and pressing nature of the problem has forced the two to communicate and co-operate.

PA Consulting has carried out a survey of 200 companies with turnover over £150m (\$245m) to assess the impact of resolving the millennium date changeover problem. Seventy per cent of respondents said that the business and IT communities had been brought closer together by the problem while 80 per cent said it had made business units realise

effect will outlast the end of year 2000 projects.

"The year 2000 problem has made organisations work in a more holistic way, sharing strategy and proce of how they test systems and recognising they need to manage large-scale projects in a more structured way."

s to go

The PA survey also found that although it was a cut and dried project with a defined end point, the year 2000 challenge has had a major impact on future IT

Eighty per cent said it had led to a rea assessment of priorities and a rescheduling of projects, based on business eds. It seemed inevitable that the hangover from the year 2000 would be a backlog

market in the US, according to the market research company PC Data. This

seament now represents

sold while the largest

over \$600 but less than

\$1,000. The average reta

almost 20 per cent of PCs

segment, with a 42 per cent

price for a PC fell to \$947 in

February 1999, making a 17 per cent decline over the year.

Europeans on US

spending spree

Siemens of Germany last

bns tnemajupe prishawten

total cost approaching \$1bn.

data networking specialist, as

enother start-up. Alcatel and

Siemens are the latest in a

growing band of traditional

to hit the acquisition trail in an

attempt to rapidly build their

skills in data technologies to

handle booming internet

US networker

expands

ms equipment vendors

well as \$350m to acquire

Meanwhile, France's Alcatel

month bought three US start-ups specialising in data

share, consists of PCs costing

respondents said they had still been able to proceed with critical projects, demonstrating that effective prioritisation has allowed

strategic projects to proceed. Balking at the prospect of pending money on creaking egacy systems, many organisations have used the approach of the millennium to buy new ones. "So long as existing systems were still meeting basic user requirements, they were still used," says Mr Kuijpers.

"Even though the systems were not cost-effective, they were never a high enough priority to receive investment." Around 76 per cent of respondents to the PA survey said they had purchased new systems rather than flx old ones.

But not every sector has used the year 2000 prompt to improve IT systems and infrastructures. "Largely. the opportunity has been missed in the insurance industry," says David Grey of Winchester White, the consultancy which speci-

alises in the sector.
"In our industry, the time scales have prevented the investment in year 2000 being leveraged to improve IT performance. There has been some clearing out of legacy systems but in the

How high tech sectors outperform

220

140

22

Ciena, the specialist US

networking equipment

smaller privately held

networking companies

elmost Stbn.

muttiplexing (WDM)

company, has acquired to

Communications, for a total of

Clens was once cast as a certain takeover target, as big

equipment vendors particularly

technology, used to increase the capacity of fibre optic

HP cuts old ties

Hewlett-Packard plans to spin

off its test and measurement

equipment activities in what

In fact, over 50 per cent of main, companies have done the minimum to get by. Even so, the cost has been huge."

The problem, particularly in the life and pensions business, lies not in installing new systems but in migrating data from the old ones.

"The history of systems development in the insurance industry is that they can get new systems in to support new products, but they can't decommission the old ones," says Mr Grey.

As a result, there are multiple systems which duplicate support functions. "There has been too little use of the year 2000 excuse

According to the PA survey, there will be two types of organisation moving into the next millennium. The first group will have used compliance projects to update their IT systems and infrastructure and will thus be well positioned for the challenges of European monetary union, ever increasing merger and acquisition activity and the development

of electronic commerce. The second group will have used a one-off "fix it" approach, and will be at a disadvantage in facing up to the competitive pressures

New wave of e-commerce activity

Report by Geoffrey Naim

Large established IT companies have been surprisingly slow to exploit the wave of interest in internet technologies, but there are signs that the giants are finally

starting to stir. Hewlett-Packard, one of the oldest Silicon Valley companies, is keen to show that it is not just start-ups that have good internet ideas. Last



e-commerce hosting service, called Empodum, simed at steps in the fast-evolving

For a fixed orice of £90,000 (\$148,000), HP will run a series of workshops for customers and build and host their e-commerce web sites on a secure server for a period of six months. The ixed cost and time-frame liows the companies to decide whether the benefits have met expectations and to adjust their e-commerce

strategy accordingly. "There are too many customers who have approached e-commerce just from a technology position,"

Improve

your staff's

telephone

skills.

says Ted Brooks, HP's e-commerce business development manager,

Oracle, another veteran of the "traditional" IT industry has chosen the acquisition route to jump-start its interne ambitions. Last month, it agreed to buy E-Travel, a net-based corporate travel management service, for 35m. Oracle will combine the E-Travel technology with its software products to create a system that allows corporate users to plan and book ss travel using a

"Together, we will be first to offer an integrated solution that helps companies streamline and manage their travel menagement dramatically reduce one of their major expense areas, says Ron Wohl, senior vice president in Oracle's

standard web browser.

applications division. Oracle's 20,000 employees in north America will be among the first to use the system and the company hopes to make "substantial" evings on their travel costs Novell, a former star of the PC networking industry, has struggled more than most to adapt to the internet age. The company last month unveiled its new e-commerce strategy. Details of the range of

products, called i-Chain, will

not be released until later this year, but the software is simed at allowing companies to build web sites with more sophisticated customer tracking and transaction handling capabilities.

C A adds a new conquest

acquire rival US software company Platinum Technology for \$3.5bn in cash. CA is the fourth largest software company behind IBM, Microsoft and Oracle, with 1998 revenues of \$4.7bn.

While it lacks the visibility of these larger companies, CA has grown rapidly in recent years through a stream of ecculations of smaller in enterprise management software and tools, which represent CA's traditional

Platinum, less than a quarter of the size of CA, has pursued a similar growth strategy and so analysts believe the merger has a clear logic, as there is little product overlap. The challenge for the enlarged CA will be to find new sources of growth

beyond acquisitions. Critics often accuse CA of ving off the products and customer base it acquires with each new acquisition, but it is starting to develop innovative products of its own, most noticeably the Jasmine object database. CA and Platinum are also both working on new for business applications. CA

is paying a premium of nearly share price prior to the bid.

Licensing deals for IBM

IBM once jealously guarded its proprietary technologies but has now struck two bold licensing deals with its competitors. The largest is a \$16bn, seven-year contract with Dell which will allow the PC maker to have access to a broad range of iBMnetworking and computer tisplay technologies.

Most surprising is Big Blue's \$3bn, five-year deal with rival EMC covering storage systems. IBM has long claimed to hold the disk drive technology although EMC is market leader in high-end storage systems

Analysts say IBM has finally woken up to the of its huge in-house component operations. By now supplying external customers, IBM can spread the high research and development costs associated with microprocessors and other advanced components over a larger market than its own product development

Cheap PCs show fastest growth

programmes can support.

Personal computers costing less than \$600 are the fastest growing segment of the PC

Tax authorities choose

flexible Java system From Page 14:

possibility." The tax authorities were aware of the risk involved and so insisted that the winning consortium build a prototype system before confirming the contract. The prototype project involved modelling one specific tax application from top to bottor and rewriting it using Java

business objects according to the San Francisco framework The prototype took six which time IBM could not be sure that the tax authorities would not change their mind and opt for a safer, more traditional system development approach espoused by one of the

"During the six months, we knew we were quite vulnerable to competitors and with 16 different Länder involved, you never know what might happen," says Mr Nevertheless, the prototype

competitors for the contract.

was successfully delivered in late 1997 and the Fiscus project has since become one of Europe's largest object-based IT projects and IBM's biggest reference customer in Europe for its San rancisco technology. One of the decisive factors in the tax authorities' choice

of Java was that it allowed

changes to be made rapidly

the objects rather than by

rewriting the whole system.

and simply by reprogramming

procedural and legal changes that continuously occur in tax administration, this high degree of flexibility is mandatory," says Mr Rockstroh

The first application developed using San Francisco components is for handling fines and should start operating later this year according to Mr Peter. The development of the tax-specific applications has been split between different Länder. For example,

handling the module relating to taxes on land purchases while Rhineland-Palatinate works on the "person data" Altocether, around 30 teams in the federal states are

working on Fiscus and the whole system, comprising 50 applications and several thousand objects, will not be completed until 2005. "it's a really major project Involving more than 1,000

man-years of development effort," says Mr Peter. Once Fiscus is fully implemented, the tax authorities hope the f costs of running Germany's tax system will drop significantly and taxes can be collected more quickly and with higher reliability. There are also plans to expand Fiscus with new functions such as the ability for taxpayers to file their tax deciarations online.

appear on Wednesday, April

IT Outsourcing: June 23. A separate 12-part weekly tabloid series, called 'Mastering Information Management', edited by Tim

Themes for the coming

The sollt will create a new company with sales of over \$7bn and will ultimately seve HP's links with its founders original business.

Another proposed big spin-off, involving the semiconductor division of Siemens, was finally given a Technologies, The new

Turn to next page

FT-IT REVIEW: NEXT MONTH'S MAIN THEME

Focus on IT strategies for medium-sized enterprises

Next month's FT-TT Review on Wednesday, May 5, will ing an IT stratgy for the Planning: May 25.

A second theme for the May issue will be business telecommunications and the increasing convergence between information and communication technologies

☐ Venture capital in the IT industry will be the topic for our regular feature on IT in finance.

The main themes for the June 2 issue of the FT-IT

Review will be: Windows what's at stake?: IT in manufacturing, with an emphasis on computer-aided design; and IT in finance, with a focus on investment banking. Plus all our regular features, such as interviews with leading suppliers and users of IT.

The main theme for the July 7 issue will be electronic commerce and the wired business.

Business Solutions Series

The next issue in the new series on Business Solutions will focus on Knowledge Management, and will

tures of this month's FT-IT ☐ Enterprise Resource Review, as well as our latest special report on Electronic ☐ Managed Services and on the FT web site at: www.FT.com/ftit/

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Better Decisions Every Day

ftworld

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The "new" Hewlett-Packard will be focused on computers and printers.

could be the largest initial

public offering (IPO) in Silicon

S&P Yechnology

company will have a separate stock market listing early next year.

28. (The special issue on minute information, news Electronic Business and analysis. The main feared on March 24).

more details of the next two



months

Dickson, is also appearing eleven on April 12 will look age. For back copies, call:

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panel on page three of this current issue, or write to: Financial Times. FTIT on the web Number One. Visit the FT web site, Southwark Bridge, www.FT.com for up-to-the London, SE1 9HL.

Geoffrey Naim

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Fujitsu becomes more focused

Mitsubishi Electric by more

than 200 per cent, Hitachi by

more than 160 per cent. NEC

by over 155 per cent and

even high-flying Toshiba by

In spite of its move away

from hardware, however.

Fujitsu is still suffering. Mr

Akikusa emphasises that the

hard disk drive business is

doing well, mainframes and

still profitable, and the PC

business is not posting a big

loss. But the question is

whether these can cover the

The group has been hit by

collapse in domestic

demand for telecommunica-

tions equipment, following

the end of a digitisation pro-

gramme by NTT. Japan's

dominant service provider.

That would be bad enough

but the group - along with the other electrical conglom-

erates - is also suffering

from the collapse in D-Ram

"The D-Ram problem is so

memory chip prices

15 per cent.

While other Japanese conglomerates predict big losses this year, optimistic. We are in difficulprofitable Fujitsu is transforming itself from a company dependent on hardware production to one whose main source

appear to be floundering under the weight of collapsing domestic demand and repeated poundings from silicon chip prices. The excep-

tion is Fulltsu.

The contrast is stark. Hitachi expects to post net losses this year of Y375bn (\$3.2bn): NEC is predicting a Y150bn deficit; Mitsubishi Electric has warned it will lose Y80bp, while Toshiba says it will only break even. But Naoyuki Akikusa. Fuiltsu's recently-appointed president, insists his company will report a profit of Y20bn. He also says the group is on track to achieve a 10 per cent return on

equity by 2000. Many market analysts believe Mr Akikusa may be over-optimistic, but all are quick to point out the differences between Fujitsu and the other big conglomerates. Not least, Fujitsu appears to anny of the silicon price

Four out of Japan's five cycle, transforming itself electrical conglomerates from a company dependent appear to be floundering on hardware manufacturing to one whose main source of growth and profits is software and services.

of growth is software and services, reports Paul Abrahams

in the year ending March 1998, software and services accounted for 28 per cent of revenues, compared with 39 per cent from computer hardware. The company's emphasis on software and services was underlined by the appointment of Mr Akikusa, who had been head of that division.

True. Fujitsu was never entirely like the other big groups, whose operations variously include nuclear power plants, televisions, air conditioners, elevators and D-Rams. Its beritage as a telecoms provider has helped prevent it from diversifying as much as its competitors. But the recent greater emphasis on services and software has also allowed the group to outperform its

Over the past two years,

ties. The weight of the memsays Mr Akikusa.

in February, the company revealed that its semi-conductor operations would make operating losses of

Fujitsu has responded to

the crisis by demonstrating an unusual grittiness for a Japanese company. "We won't stay in the business of making D-Rams for PCs. We are exiting," explains Mr Akikusa.

The group has reacted by closing its loss-making operations at Durham, in the north-east of England. And it will continue to design chips, but outsource manufacturing. It has already set up such a deal with Taiwan-

New products

The group also plans to reinforce its diversification away from commodity chips. "We have to come up with new products by 2001 that will cover the fall in D-Ram sales." explains Mr Akikusa. To fund these developments, the group is increas-

ingly resorting to joint ven-

example, it is working with nology, with Sony on system LSI (system-on-a-chip) and AMD of the US for flash

memory. Memory chips in the year to March 31 will account for just 32 per cent of output compared with 37 per cent in the year to March 1998. The proportion of logic chips will jump from 44 per cent to 53 per cent.

There is little doubt that Fujitsu is becoming more focused, concentrating on its core strengths. Mr Akikusa. sitting in his white shirt and dark grey suit, appears stiff and formal when inter-

It is only when he begins to explain this need for focus, to avoid investing in every possible development that he becomes animated. A politics and economics graduate from Waseda University, Mr Akikusa is not in awe of engineers

"Generally speaking, engineers want to do everything. It may be a good slogan that by doing everything you improve mankind, but by doing that you spend a lot of money. We have to educate the engineers to focus on a

few things," says Mr Aki

He is putting this philosophy into practice. Mr Akikusa explains that the group's engineers wanted to film transistor liquid crystal display technology, so Puittsu could make 18-inch screens and even monochrome products. "But we only had a global market share of between 2 per cent and 3 per cent. I told them to keep concentrating on 15inch products for internal use. If they couldn't concentrate on just that, I said I would sell the business."

He chuckles as he adds: "Sometimes it's good not to have a background in tech-

Not that Mr Akikusa is technophobe. He accesses his own e-mail at the office, while at home, he and his daughters use the 'net so much that he describes his wife as "an internet widow". He is trying to ensure that Fujitsu's employees are equally enthusiastic. For example, all graduates wanting to apply to the company have to do so by hitting the web site. He claims he would know how to do this himself. Mr Akikusa is trying to



from heing technologydriven to being customeroriented. "We do not want to sell boxes." he explains, "We want to add value by providing our customers with solu-

"Our customers have a huge number of software some standardisation. He and hardware productsto choose from - too many for them to be able to make the right decisions," he says. "We want to help them

"The aim is for Fujitsu to create a relationship like that of a Japanese main bank, but in information technology. Our customers should naturally turn to us."

Domestically, the group is strong in domestic government projects. But the group also has global ambitions. We have a strong customer base in Japan, but only 1 per cent market share in north America," says Mr Akikusa. "The software and services environment is changing. quickly.

"To survive, these companies may need to make acquisitions. This is not a period when our subsidiaries abroad can ask Fujitsu for funds. They must obtain

their own." Mr Akikusa says he remains committed to an initial public offering in ICL, its UK computer services subsidiary. This is scheduled for next year. The US operations could also follow the same path, he adds. Fujitsu's US is include Amdahi. DMR and Fujitsu Network cause of Fujitsu's relatively Communications, its \$1bn comfortable position.

Managing such interna tional operations is far from easy he admits, Software and services have to be local and it is important to encourage this, he explains

localisation, there has to be points out the group has already made substantial savings by developing soft ware for the whole company However, Fujitsu is quick to add that there is no question of selling a majority stake in

any of the subsidiaries. There are, however, limits to the transformation being wrought by Mr Akikusa Although the group's European operations are doing well, analysts question the company's long-term competitive advantage in the

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Mr Akikusa says that at some point the company may concentrate on laptops rather than desktops, but is otherwise non-committal, The cellular phone operations are also clearly a problem. Sales in the year to March 31 were well below previous levels and also very down on the company's fore-

Nevertheless, while the other conglomerates seem solidated profits at the moment. Fujitsu looks set to reap the rewards of its transformation, Although Mr Akikusa insists this has been a long-term trend, his dynamism is at least in part the

NEWS UPDATE

Lycos sought by bidders

internet search engines are hot properties, one of the hottest being Lycos - at least to judge by the bidding war that has broken out. CMGI, a US venture fund and the largest investor in Lycos, was last month looking for a company to better the bid of \$6bn by USA Networks, CMGI claimed the bid was too low relative to the heady valuations of net stocks.

Spanish web company plans listing

QuePasa.com, a Spanishlanguage search engine and web site, has filed to self \$40m of shares through an initial public offering, showing that IPO fever is also spreading to the non-English speaking internet market.

The US-based site hopes to

snnounced it may list on Nasdaq, the US exchange. Intel settlement Intel, the dominant US semiconductor company reached a settlement with the Federal Trade Commission over its antitrust dispute -

brought several years ago

that alleged the chip giant withheld information from

become the first port of call

people around the world ~

including 30m in the US -

in Spanish, Spain's leading

search angine Olé also has

eyes on this market and

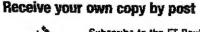
who would be happier surfing

for the estimated 400m

competitors that refused to licence their patents to Intel. Meanwhile, settlement talks to resolve the antitrust case brought against Microsoft by the US Justice Department and 19 states broke up without resolution. The case

returns to court on May 10.

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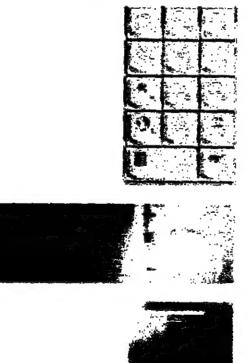
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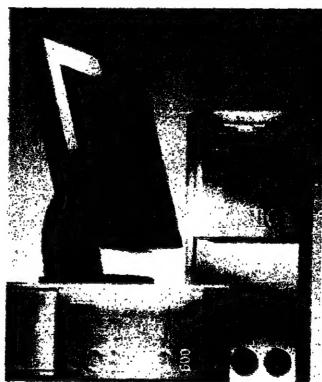
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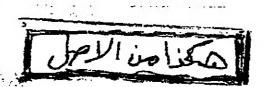


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